

Sales Management

THE MAGAZINE OF MARKETING

Well, What Is Creative Selling?

BY ARTHUR A. HOOD

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**"Prove and Promote" Persistence
Wins Market for Industrial Product**

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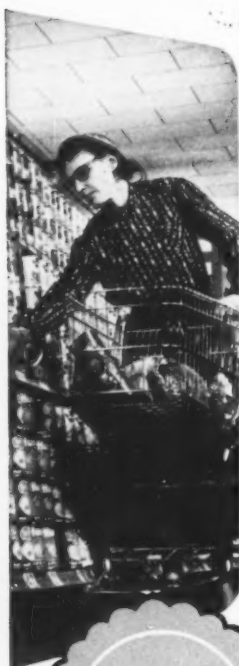
**A Crack Division Manager Confesses
His Management Sins**

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FIFTY CENTS

A BILL BROTHERS PUBLICATION

FEB. 15, 1954



"THE IMPULSE PAYOFF"

First Award Winner...

AT KENTUCKIANA FILM FESTIVAL
FOR E. I. du PONT de NEMOURS & CO., INC.

For outstanding visualization of an important sales promotion and marketing story, "The Impulse Payoff" is awarded a first prize.

Produced for E. I. du Pont de Nemours & Co., Inc., by The Jam Handy Organization, "The Impulse Payoff" reflects the current trends in modern food merchandising. Stressing the importance of eye-appealing packaging and food displays, this Kodachrome motion picture is based on studies of habits in shopping.

Skilled in the techniques of producing award-winning motion pictures, The Jam Handy Organization is prepared to help you present your selling story to management and sales personnel, wholesale and retail.

The
JAM HANDY
Organization

VISUALIZATIONS • MOTION PICTURES • LIVE SHOWS • PRESENTATIONS • SLIDEFILMS • TRAINING ASSISTANCE

NEW YORK 19 PITTSBURGH 22 DETROIT 11 DAYTON 2 CHICAGO 1 HOLLYWOOD 23
1775 BROADWAY GATEWAY CENTER 2821 E. GRAND BLVD. 310 TALBOTT BLDG. 230 NORTH MICHIGAN AVE. 5746 SUNSET BLVD.



You Can Have New York Right On Your Desk

"DESK TOP SALES CONTROL"
is part of the complete sales
package available exclusively
to Journal-American advertisers

IN NEW YORK IT TAKES *All Three*



SALES CONTROL OF THE NEW YORK MARKET



POINT-OF-PURCHASE MERCHANDISING



LARGEST HOME- GOING CIRCULATION

THE success of every sales operation in New York rests basically on thorough knowledge of the market.

This localized information, timely and accurately documented, has been compiled by the Journal-American in one invaluable Sales Control Manual.

It can help you, as it has others, to exploit the full potential of America's largest, most complex market.

IN the keen competition for in-store display space, the fully trained staff of Journal-American field men can be your most potent ally.

Working on a year 'round schedule, these men will build displays and secure valuable shelf positions for your product; interest non-stocking retailers; report on brand popularity, dealer attitudes and other helpful information.

PRE-SELL more families with consistent advertising! In New York, the Journal-American reaches far more families than the two other evening papers... 124,000 more than the 2nd; 242,000 more than the 3rd.

Enjoy the advantages of Journal-American circulation leadership and its sound merchandising program. They give you New York's only complete, most successful sales package.

Journal NEW YORK American

AN AMERICAN PAPER FOR

THE AMERICAN PEOPLE

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY
HEARST ADVERTISING SERVICE

FEBRUARY 15, 1954

**SELL MORE IN THE
SOUTH'S
No. 1 State!**

*You Hook a
BIG Market
With—*



**General
Merchandise Sales**

of
\$101,982,000*
in

WINSTON-SALEM'S

WSJS

**15-COUNTY
MARKET**

*Sales Management,
1953 Survey of Buying Power

The current Pulse Report shows
WSJS, the Journal-Sentinel Station,
FIRST in the morning—FIRST in
the afternoon—FIRST in the eve-
ning! For the finest in AM-FM cov-
erage, it's WSJS in Winston-Salem.

Represented by: HEADLEY-REED CO.

Sales Management

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Are you interested in inquiries that result in sales?

● The 1953 Edition of Thomas Register carried product descriptive advertising for 10,384 Advertisers. This vast advertising patronage far exceeds the number of advertisers using all other industrial media combined.

One of the reasons for this fabulous trend to T. R. is the direct return thru Top Quality inquiries that result in Sales.

A Thomas Register representative can give you many other good reasons for your representation in T. R. Call him, now.

The Only Paid Circulation in the field — ABC 96% Paid



THOMAS REGISTER

461 EIGHTH AVENUE

NEW YORK 1, N. Y.



SAN DIEGO IS BIGGER



San Diego is the birthplace of West Coast civilization. Here came the Spanish discoverer to behold for the first time the Pacific Coast of what is now the United States. Here was the first town, the first irrigation system, the first cultivated field, the first school, and the first of the missions . . . Mission San Diego de Alcalá.

TOURIST Business

1953
\$63,345,000

The complete San Diego Union and Evening Tribune index of business activity—just published—will be sent you on request. Inquiries should be addressed to Irvine W. Reynolds, Financial Editor, Dept. 103.

Data:

San Diego
City and County
Visitors' Bureau



SAN DIEGO
CALIFORNIA

San Diego Union
and
EVENING TRIBUNE

REPRESENTED NATIONALLY BY THE
WEST-HOLLIDAY CO., INC.



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. LEXINGTON 2-1760

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Carmichael.

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SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
editorial and production offices: 1200 Land Title
Bldg., Philadelphia 10, Pa.; Philip Harrison, Gen-
eral Manager; Robert Letwin, Editor.

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SALES MANAGER.....John W. Hartman
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Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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Copyright February 15, 1954 by Sales Manag-
ement, Inc.

Member



February 15, 1954 Volume 72 No. 4

LEADERS IN ADVERTISING IN THE U. S.—YEAR, 1953

	Lines
1. Milwaukee Journal	51,073,874
2. Chicago Tribune	49,995,368
3. Los Angeles Times	49,320,588
4. Miami Herald	43,170,108
5. Washington Star	42,824,859

New All-time Advertising Record for American Newspapers

for the

1953 newspaper advertising lineage was the highest in history
—with The Milwaukee Journal setting the pace for the fourth record
year in a row. The paid advertising volume of 51,073,874
lines marks the first time in history that any publication of any kind
has achieved a volume in excess of 50 million lines in a year.

It indicates, too, that advertisers are getting
mighty profitable sales action from Milwaukee's
two billion dollar market

4th year in a row!

—and from the low cost, one paper coverage of

THE MILWAUKEE JOURNAL

Leader in ROP Color Linage in 1953 as Always—Over 1,600,000 Lines



This dramatically lighted display, only 11 by 9 inches, shows two Speidel watchbands in plastic cases, and an enlarged replica gives product prominence, and stimulates sales.



The frost topped, raised block letters in white against the dark panel gives Wiedemann Beer an effective lasting display used on bar back mirrors or refrigerator doors.



The plastic head of the girl, attached to the upright back of a carton of swim caps, head demonstrates the decorative quality of the swim cap in use and increased sales substantially.



This magnificent medallion, dull gold in color and thirty-three inches in diameter, was ordered for the Ford Fiftieth Anniversary. It has elicited so much appreciative comment that it remains as a permanent fixture in the showrooms of Ford dealers. The heads of three generations of Fords were modeled in bas-relief. Produced in plastic by the Einson-Freeman vacuum forming process, it costs a fraction of a similar reproduction in other materials.



An oversize plastic Maxwell House can leans out of an orange-red board background. The backlighted can flashes off and on... effective product reminder at point of purchase.



This Hill & Hill display is 36 by 25 inches, on a 3 inch deep panel, with illuminated white and red globes. A spectacular promotion piece, much favored in package stores.



By Permission, Copyright 1953.
The New Yorker Magazine, Inc.

"And what if the Coca-Cola people don't want it?"

Which may be a problem for the longhair, fine arts type sculptor without business background. We always ask the prospects first!

We've been in the sculpture business in a small way for more than a year . . . no heroic marbles or abstract brass eggs, though.

We merely combine art, science, and quantity production at low cost—and the customers like it fine! By some strange coincidence, our sculpture always turns out to be a display.

WE start with a genuine Beaux Arts sculptor who wears a smock and everything. He carves a relief model, makes a mould out of a stone-like composition. Lithographed sheets of plastic are laid over the mould and heated. The air is sucked out of the mould, and the hot plastic clings to the

relief surface. Cool—and out comes a plastic sculpture! And we make as many as you want.

The process is called "vacuum forming" . . . and will reproduce in plastic anything that can be lithographed, from a beer barrel to faithful bas-relief likenesses of three generations of Fords!

The three dimensional plastic facsimile is even more accurate than reproductions in wood, metal, plastic, wax—and costs only a fraction as much. It is light weight, practically unbreakable, and highly resistant to heat, cold, moisture. The color is fast. It can be used indoors or out, and lighted from within. It can even be washed!

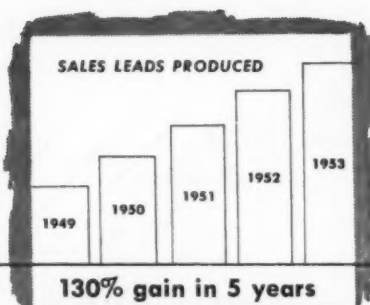
We offer these beautiful, permanent, vacuum-formed plastics to any advertiser who wants a novel and distinctive permanent display. Always pleased to show samples. Phone, wire, or write...

INSON-FREEMAN COMPANY, INC.

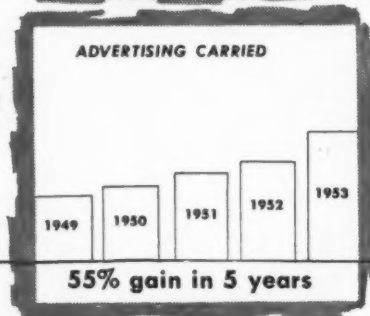
Persistent Pioneers in Display Development

Starr & Borden Avenues, Long Island City 1, N. Y.

**this
increasing flow
of
SALES LEADS...**



**...is attracting
MORE advertisers
to N.E.D.**



All over industrial America, N.E.D. is doing an outstanding job of stimulating sales for hundreds of manufacturers of products ranging from costly capital goods to small supply items. Proved ability to produce record volumes of quality sales leads from key buying influences in all industries—year-after-year—is the reason. As a result, N.E.D. is delivering today *more* results for advertisers' dollars than ever before. That's why a steadily growing number of sales-conscious advertisers are turning to N.E.D. to improve salesmen productivity and reduce sales costs. Even as N.E.D. advertising volume soars to new yearly records, the volume of sales leads produced climbs at an even greater rate as shown by the five-year records above.

If you haven't seen the latest study of N.E.D. performance, ask for the Essex County report.

70,000 COPIES (Total Distribution)

210,000 READERS in over **42,000 PLANTS**

A PENTON PUBLICATION

CCA

1213 West Third Street, Cleveland 13, Ohio

NBP



LETTERS TO THE EDITORS

THE LINE FORMS BEHIND KELLY

Any red-blooded American sales promotion manager who didn't take time out of his "muddled, misused and misplaced" day to thank you for the fine article in your January 15 issue (by William R. Kelly, sales promotion manager, Sinclair Refining Co.) should be black-balled from the club.

Imagine my surprise in finally realizing that there are more just like me.

If the donation of my efforts, time and support, short of committing mayhem, together with the support of other sales promotion managers can raise the standard in understanding of our position—where can I sign?

Again, thanks for your service. My copy of **SALES MANAGEMENT** is to make the rounds with an obviously checked routing list.

William B. Loeber

Sales Promotion Manager
Nesco
Milwaukee, Wis.

The analysis of the proper function of sales promotion in your January 15 issue is indeed a thought-provoker. Even after eight years' operation in and around sales promotion, it made me stop and marshal my own ideas of what sales promotion really is. From what I know I came up with this:

Sales Promotion: That function of sales which provides a company's selling forces—salesmen and/or jobbers and/or distributors and/or retailers—with printed, spoken or pictured assistance in the production of *leads* and the consummation of *sales*.

It seems to me that inevitably the sales promotion manager must serve two masters—Advertising and Sales. But his primary responsibility, the "line" function of the title, is to Sales, and I don't see any way you can get away from that. The unfortunate fact is that too many companies have no operating Public Relations department, which *should* adequately take care of such obviously divergent functions as House Organs, Annual Reports, and other manifestations of employee and customer relations. This may lead to the sad fact that our poor SPM is side-tracked from his true function by having to handle these.

Advertising, as I see it, is essential to sales promotion; and the tie-in between the two, with regard to campaign, theme, art, etc. is also essential. But advertising is designed to *create an atmosphere* of acceptance—the thing that is now, in the lingo, called the "umbrella" under which Sales and its sales promotion responsibility operate.

Any more light?

A. Flandreau

Supervisor of Advertising Production
Pitney Bowes, Inc.
Stamford, Conn.

GOOD OLD-FASHIONED SELLING

I feel honored, indeed, at being included in the number of sales executives

SALES MANAGEMENT

4th in emplaned passengers per capita

signs of Charlotte

Coverage to Match the Market

Represented Nationally by CBS Radio and Television Spot Sales

WBT-WBTV

CHARLOTTE, N. C.



The Radio-TV Services
of the Jefferson Standard
Life Insurance Company

The signs of Charlotte are signs of a market bigger by far than city population indicates. Take air traffic, for example:

In air passengers per thousand population, Charlotte ranks fourth in the nation, surpassed only by Miami, Dallas and Atlanta—surpassing such air travel centers as Washington, Kansas City and San Francisco-Oakland.

Charlotte's bulging, pre-war air terminal gives way to a plush, new \$1,500,000 terminal building due for dedication this spring.

Such busy-ness cannot be accounted for alone by the fact that there is no rival commercial airport for 60 miles in any direction but only by the additional fact that this 60-mile area is densely populated with prosperous people who depend upon Charlotte for air travel and myriad other services, including—

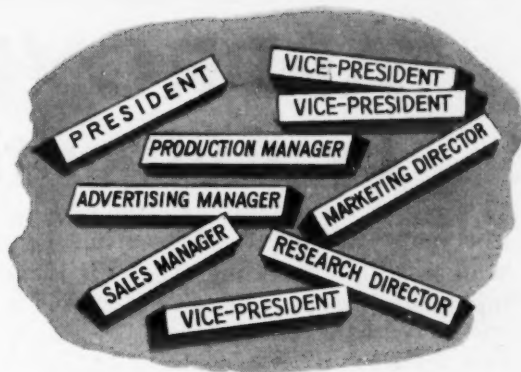
—Radio and television. Charlotte's great area stations, WBT and WBTV unite hundreds of populous textile communities into one integrated market ranking in the first 25 markets of the nation.

Top men were fewer then.



TIME for America's growing

...now, many more men
have big-time jobs



...and now, many more men,
with their wives,
enjoy upper-income living!

IN MOST COMPANIES, in the old days—there was usually one top man. He was the boss. He made most of the money.

Today, businesses consist of divisions, sections, departments. Today, staffs of executives make the important business-buying decisions. Look at almost any company: management men, as a class, have almost doubled just since 1940.

As a result, *a great many more men and their wives enjoy executive-size incomes than ever before.*

TIME is one magazine that has grown right along with this swelling audience of "best customers." In fact, TIME now reaches more than 1,800,000 homes, and most of the family heads in those homes hold important positions in business, government or the professions.

Why do these men turn to TIME in such numbers and read TIME so faithfully?

One reason: TIME is brief.

Another reason: TIME really *covers* the story of the news. And *what* TIME reports has greater *wallage* (it bites deeper into the memory) because TIME's unique way of writing is so much more vivid, so much more provocative.



audience of Best Customers

APPROVED by Authorities

For years the Holyoke, Massachusetts, selling area has been steadily expanding. Today it is measured by leading authorities as follows:

The AUDIT BUREAU OF CIRCULATION has just approved the city zone to include Holyoke, Chicopee and South Hadley—a market of 114,017 people.

This confirms our previous statements that selling in Holyoke is more than just a city job. You get more because your messages reach the rich suburban areas that surround Holyoke.

As a matter of record the A.B.C. shows the city and retail trading zone to include 187,341 people.

It's a big-time market!

SALES MANAGEMENT'S surveys credit Holyoke city zone with the following selling opportunities:

Population	114,017
Families	31,441
Total Income	\$180,787,000
Income per family	5,756
Total Retail Sales	114,357,000
Sales per family	3,642

This highly concentrated market is thoroughly sold through The Holyoke Transcript-Telegram with a total daily net paid circulation of 25,777 A.B.C.

This important information should be thoroughly considered in your 1954 plans. The hard selling days ahead can be made easier if your schedules include the Holyoke City Zone coverage through the

Holyoke Transcript Telegram

HOLYOKE, MASSACHUSETTS

Represented by The Julius Mathews Agency, Inc.

Member of Audit Bureau of Circulation

who talked about "old-fashioned selling."

You have a mighty powerful piece of literature for any man in the sales field to read. Congratulations!

Charles Ward

President
Brown & Bigelow
St. Paul, Minn.

Although I enjoyed every word of the second installment of "Good Old-Fashioned Selling" (January 1 issue, page 41), and received some good tips from such first-rate sales executives as Red Motley, I would have enjoyed seeing some statements from top-notch *Salesmen* . . . common, garden-variety, in-the-flesh salesmen . . . salesmen who are in the front line trenches today—not twenty years ago.

Do we always have to receive the pearls of sales wisdom from presidents and other brass? And please bear in mind that I am president of two corporations and vice-president of another. I am brass, too, but I make at least several cold calls every week and ride the subways and buses religiously just to keep that common touch—because without it you're not a salesman, not an advertising man.

Keep up the good work with SALES MANAGEMENT. I should keep my copies under lock and key—they disappear so fast.

George S. Carlesco

President
George S. Carlesco Associates
New York, N. Y.

EYE-CLINIC

On page 62 of the January 1 issue is an article on Visual Aids.

We would be very much interested in knowing just how one would go about attending some of the Visual Aid Clinics which are held from time to time. Although our firm is extremely small as compared with that of many of your firms which are mentioned, it is still an important matter to us and we should like to have the opportunity to listen to the experiences of others in connection with such work.

Joseph H. Walter

Vice-President
Jackson-Walter Co.
Philadelphia, Pa.

A letter to the leader of the National Visual Presentation Association Clinics should do the trick. He is Sidney Edlund, Sidney Edlund & Co., 310 Lexington Avenue, New York, N.Y.

CHANGE NOT ALWAYS PROGRESS?

I'm not a "Letters to the Editor" man but I am an avid reader of The Scratch Pad. Much as I enjoyed reading, "Lost Sleep, Lost Sales" (January 15 SM) I hope this type of editorial or feature story is not going to replace my friend of many years.

Scratch Pad is—and I hope I'm using the correct tense—not just another humor page; it is humor that appeals to the typical reader of SM. It's in our language, meaningful because we live the things T. Harry talks about.

We have two subscriptions to SM in our department so that none of us has to wait too long to read it. Before coming

SALES MANAGEMENT

Time to ~~go back~~^{advance} to hard selling?

You've been hearing a lot about the need for going *back* to hard selling.

But in this fast moving, intensely competitive year, going *back* to anything is not good enough. Yesterday's methods were geared to yesterday's market.



The 1954 economy is a new model with more than *twice* the power of ten years ago. It's whizzing along at a speed undreamed of by the sales manager of the early forties.



To keep pace with it calls for lifting your sights to the new America that each year is adding the equivalent of another Philadelphia to the popu-

lation. More competitors in your industry, more capacity to produce, and the rapid launching of new products are making the best of yesterday the obsolete of today.

Such conditions can be met only by *advancing* to a new concept of hard selling. This new hard selling is based on an awareness of a bigger market—and continuing growth. It makes use of the latest market facts to establish sales territories. It relates sales calls to potentials. It applies sales training and sales promotion to step up the salesmen's effectiveness. It makes increasing use of mass communication to raise the productivity of sales calls and reduce sales costs.



Judging by the many requests we have been getting for current data on the metalworking market and its growth, a lot of companies are *advancing* to hard selling. May we be of service to you in supplying market data that will aid your sales planning?

THE **PENTON** PUBLISHING COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



Saving This Man's Time



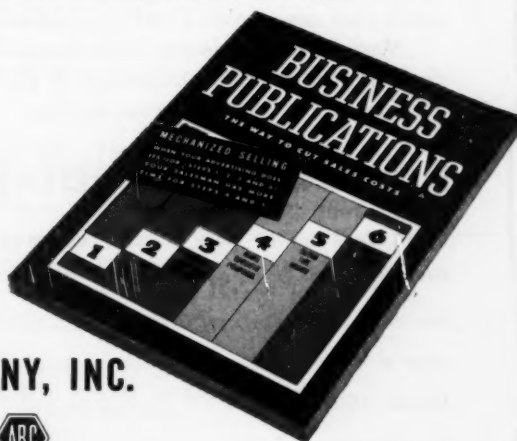
Saves Sales Dollars

There just aren't enough hours in a day for a salesman to do an adequate selling job without help. In addition to time spent on office work and awaiting interviews, the growth and decentralization of industry has brought problems of increased travel time, more buying influences and more difficult access to plant personnel.

When you advertise your product or service, consistently, in business publications your prospects look to for help with their jobs, you multiply the calling power and increase the productivity of your sales staff. Business paper advertising can talk to thousands of prospects . . . can arouse interest in, and create a preference for, your product . . . at pennies per call.

Just as high speed machines cut production costs, well-planned business publication advertising cuts sales costs. It "mechanizes" the first three steps of a sale and lets the salesman concentrate his valuable time and talent on the all-important job of making the proposal and closing the sale.

Ask your McGraw-Hill man for a copy of our 20-page booklet, "Orders and How They Grow." Also about our new sound-slide film, "Plateau of Progress" which is available for showing at sales and management meetings.



McGRAW-HILL PUBLISHING COMPANY, INC.



330 WEST 42nd STREET, NEW YORK 36, N. Y.



HEADQUARTERS FOR BUSINESS INFORMATION

FEBRUARY 15, 1954

15

Solve the problem of tied-up cash!



You know the problem only too well. The more goods you manufacture and the more distributors your company has—the more cash is tied up in inventory. Credit risks increase. Collection problems mount. Working capital is depleted.

Some of the largest manufacturers in the country have solved this problem by field warehousing, through Douglas-Guardian, all inventory shipped to their distributors and dealers. The bank advances the money as soon as the goods are field warehoused by us—right on the distributors' premises. In this way, credit risks are avoided and you get paid promptly.

Manufacturers, dealers and distributors are cordially invited to take advantage of our field warehousing service. Mail the coupon now.

DOUGLAS-GUARDIAN WAREHOUSE CORPORATION

118 N. Front Street • New Orleans, Louisiana

Please have your nearest representative phone for an appointment.

Your Name and Title _____

Name of Company _____

Address of Company _____

Phone Number _____

SM-2-15-54

to Ditto I had my own subscription. My files are bulging with pages clipped and classified.

Please tell T. Harry to get back on the track and let the other SM writers give us the "how to do it" stuff. This is the age of specialists and there can be only one kind of Scratch Pad!

Homer Smith

Ditto, Inc.
Chicago, Ill.

Cheer up, Mr. Smith . . . Scratch Pad is back to normal this issue. These off-beat pieces will be only "now and then." You can look forward to the long-term continuation of the smorgasbord of quips and cracks that has long been the column's style.

ADVENTURES IN MERCHANDISING

Did you publish "Adventures in Merchandising"? We had a copy but lost it, and have been unable to track down the publisher. If this was your publication would you send us a copy and bill us for it? If not perhaps you know where we can get a copy. Thanks for your help.

Harrison W. Wood

The Tanis Co., Inc.
Philadelphia, Pa.

"Adventures in Merchandising" is available through Pilsbury Publishers, Inc., 595 Madison Avenue, New York City, in book form. The price is \$2.50. SM readers will remember this as the title of a series we ran by Lionel Moses. These were later expanded; new "adventures" added and the finished product is the book about which the Tanis Co. inquired.

UNDER-RATED?

We follow your articles on business activities quite closely. Your Future Sales Ratings always evoke interest.

We note that the office equipment industry is classified as a less-than-one-billion-dollar industry. As the trade journal of the office equipment industry we have for many years kept track of its size and scope. Our latest estimate places the total sales volume of the industry close to four-and-one-half billion dollars at the retail level. The independent dealer accounts for a little more than half of this volume. The remaining sales are by the large equipment manufacturers with their direct selling organizations, department and mail order firms, jobbers, discount houses, etc.

Charles W. Gilbert

Office Appliances (a publication)
Chicago, Ill.

Our coverage of the office equipment industry previously has been restricted more to office furniture, filing cabinets, stationery, etc., but beginning with our next survey for Future Sales Ratings, to appear in SM April 1, Peter B. B. Andrews and his panel will broaden the coverage for this industry to include appliances. This will bring the size rating up to "C," representing the category including annual sales at the four-billion to the seven-billion dollar levels.



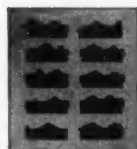
Remember . . .
*ONE of the West's
 best markets is the*

Salt Lake Intermountain Area

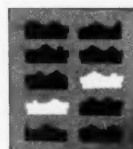
of 1¼ million people

The effective buying power of this great market is HUGE—\$1,619,717,000 . . . an increase of 224.5% in eleven years. This increase was 27.4% higher than the National Average.

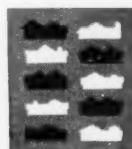
In one easy step you can cover this great market



Every family in the Salt Lake City ABC zone that reads a newspaper, reads either The Salt Lake Tribune or the Deseret News and Telegram.



8 out of 10 homes in the City and Retail Trading Zones read these two newspapers.



5 out of 10 homes in the entire circulation area read these two newspapers.

Over 90% is Carrier Delivered!

The Salt Lake Tribune
 (MORNING & SUNDAY)

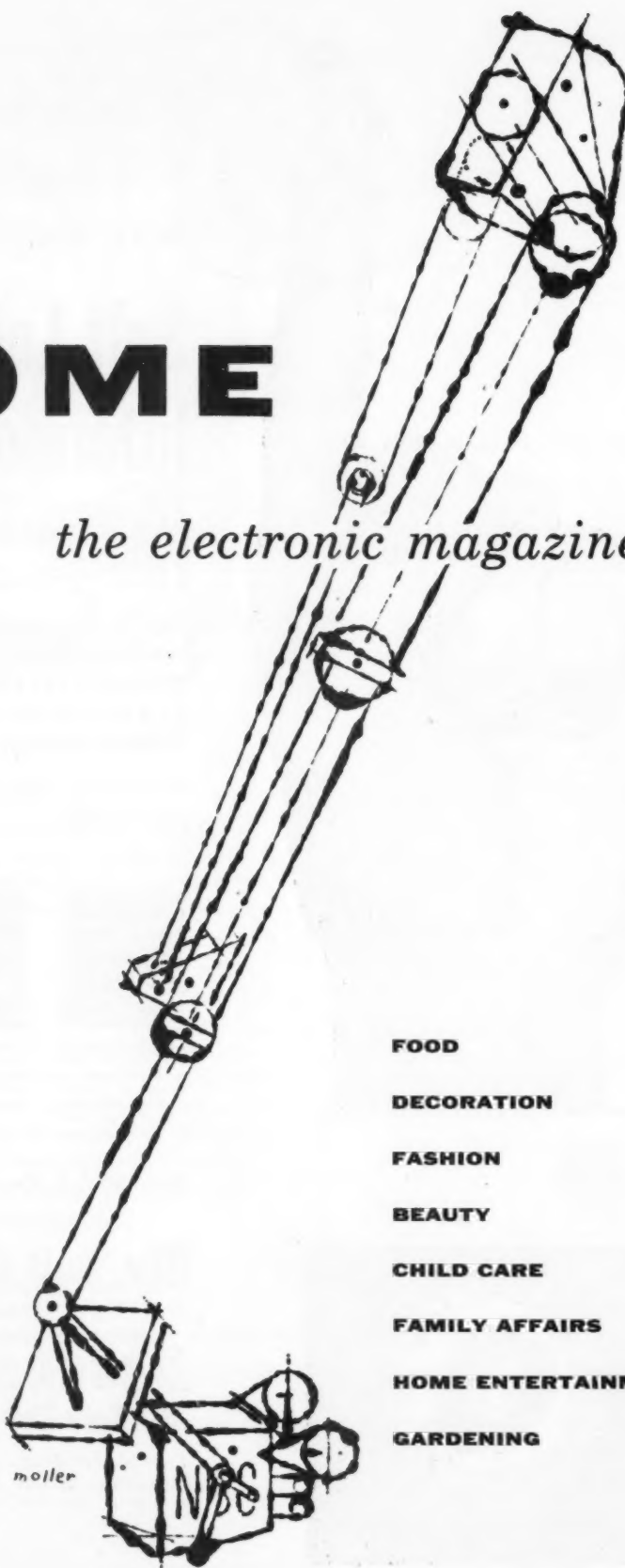
DESERET NEWS AND
Salt Lake Telegram (EVENING)

Represented Nationally by:
MOLONEY, REGAN AND SCHMITT, INC.
 Metropolitan Sunday Newspapers



HOME

the electronic magazine for



FOOD

DECORATION

FASHION

BEAUTY

CHILD CARE

FAMILY AFFAIRS

HOME ENTERTAINMENT

GARDENING

women

HOME will be the most practical television program ever designed for women. True to its name, HOME will deal with everything of importance to every woman who has or hopes to have a home (as well as to her husband). Beginning March 1—from 11 a.m. to 12 noon, NYT, every Monday through Friday on NBC Television, HOME will present the new, the good, the useful in fashions, beauty, interior decoration, architecture, food, family affairs, child care, leisure entertainment, gardening and anything else that interests women. Just as in "Your Show of Shows" and "Today," NBC has created a totally new pattern for television.

HOME'S EDITORS are outstanding authorities in their fields. And behind the scenes will be batteries of sub-editors ferreting out and testing HOME's subject matter. HOME's performing editors make up a Who's Who of women's service experience.

ARLENE FRANCIS is HOME's editor-in-chief. One of the best known performers in television, she is currently appearing on "What's My Line." Her experience includes motion pictures and Broadway plays.

POPPY CANNON, HOME's food editor, has been food editor of *House Beautiful* and *Living*. She wrote "The Bride's Cookbook" and "The Canopener Cookbook." ROSE FRANZ-BLAU, psychologist and human relations columnist in the *New York Post*, will edit the family affairs and child care department. EVE HUNTER, HOME's editor of fashion and beauty, comes with plentiful radio and television experience in San Francisco and New York. For HOME's department of interior decoration, the editor is SYDNEY SMITH, TV star of the "Swift Home Service Club" and "Ask Miss Smith." ESTELLE PARSONS, a graduate of "Today" is roving reporter and "new brides editor." (She was married in December).

HOME'S HOME is a machine for selling. It's a 60-foot rotunda surrounded on its perimeter by a translucent plastic skin for front and rear projection or special lighting and color effects. In its center are two concentric, revolving turntables. In its various stages are a kitchen, a testing laboratory, a how-to-do-it workshop which can accommodate everything from a crochet hook to a compound lathe, a small garden (with the richest earth in television.) On the floor will be three regular television cameras, but high in the ceiling is NBC's aerial camera, a remote control camera mounted on a telescoping arm which can cover any position in the rotunda, giving camera flexibility never seen before in television.

For displaying HOME's editorial matter and advertiser's products in new ways, some new devices are needed; like the "tumbler." The "tumbler" is a mechanism for handling heavy objects: for example, to show the construction of an easy chair, the "tumbler" will whip it upside down, tilt it or spin it effort-

lessly and quickly. Then there is a "picker-upper," a mechanical arm which can lift and unroll a rug or bolt of cloth as easily as you handle a pack of cigarettes. It will even gently ripple drapes and curtains if rippling is in the script. HOME can even make its own weather. At will in a special effects area, it can produce rain, fog, sleet, snow or hail—perhaps even sunshine. Some of those gadgets may sound a trifle strange, but they are designed to allow HOME's staff the greatest creative latitude for imaginative staging.

TO ADVERTISERS:

HOME'S PRODUCTS STAR in every program. The basic concept of HOME is that commercial presentation and program content are woven in the same fabric. HOME's spectacular new staging has a very special advantage for you. It means that you don't have to have special announcers, film commercials or expensive commercial sets. HOME's facilities are at your service. HOME provides the perfect mood and setting for selling your product.

HOME'S AUDIENCE will be a screened audience. Every woman who watches will watch because she's interested in improving her home, her family life and herself. It stands to reason, then, that HOME's audience is made up almost exclusively of prospects. And those prospects will see your product at the best time, in the best setting.

HOME'S ECONOMY is evident in its sponsorship plan. HOME offers eight one-minute participations per program. As with "Today" you may buy one participation or as many as you want. HOME, then, is a perfect place for young products, and for limited budget advertisers who want big time television.

HOME'S CHARTER CLIENT PLAN gives you a full hour program without extra cost. This special "merchandising program" can be scheduled to correspond with the launching of a new product, a new line or a new promotion. All eight commercials on the Charter Client's "merchandising program" are devoted to his product. Charter Clients also receive two more invaluable assets: (1) exclusivity in their product category in all HOME programs for the rest of the year (2) a color franchise in HOME. To become a HOME Charter Client, you buy 52 participations, non-cancellable, between March 1 and December 31, 1954.

Your NBC representative has all the details of sponsorship including the participation price. He can also tell you more about HOME's plans. Suggest you call him today.



a service of Radio Corporation of America

Build your
sales with



ELECTRICAL DEALER

The Appliance...Radio
...TV salesmagazine
edited for **ALL 3**

Dealers
Distributors
Distributor -
Salesmen

Total controlled
circulation

41,886

Total dealer
circulation

28,218

Distributor executives
and salesmen

12,087

The Haywood
Publishing Co.
22 E. Huron Street
Chicago 11, Illinois



CCA

NBP

THE HUMAN SIDE



BARGAINS . . . at nine cents
even a slightly scratched rec-
ord sounds better. Record
collectors are making J.
Brown rich!

Recorded Hits and Misses: If It Spins Brown Sells It

When a juke box record's popularity begins to wane and its grooves wear thin, so does its value as a saleable piece of merchandise. At least that's been pretty much the case in the music business until Julian Brown of Los Angeles happened along with an idea that any record—new, old or just tired—was worth at least nine cents.

Five years ago Brown had the idea, \$20 worth of new and slightly used juke box and other "distressed" recordings and \$3 worth of display cabinets. Since then, through an unusual re-issue distributing organization, Julian Brown Enterprises has recirculated about a half-million records annually among record fans on the Pacific Coast!

It's a merchandising idea that has found surprised customers picking up records from such off-beat counters as those located in drug and grocery chain stores, war surplus outlets, even liquor counters and variety chains.

From a Los Angeles warehouse, 50,000 records of all kinds—from bebop to classics and a horde of westerns thrown in—roll out every month in revitalized, relabeled and repackaged condition to these off-the-track counters. They carry price tags anywhere from nine cents up to 98 cents. Selling used records is nothing new in this business but merchandising them into a six-figure business is.

Today, Julian Brown has more than 400 locations in Southern California and 300 in Washington and Oregon, with plans under way for additional distributing points as the firm seeks franchise distributors in key eastern cities having large populations.

Distressed stock from many out-of-business record shops, juke box

SALES MANAGEMENT



they Buy More because they Have More!

● During 1952, for example, jewelry store sales per family in Indianapolis were 63.6% above the national average.*

People *buy more* of everything in Indianapolis because the average income per household is \$6,943**. . . first in the nation among cities of over 400,000 population. Indianapolis has many other important market advantages for you, too!

► *It's BIG* . . . over 550,000 population in metropolitan area
 ► *It's STEADY* . . . unsurpassed for diversification and balance of industry and agriculture

► *It's EASILY REACHED* . . . you get saturation coverage of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Star and The News. Write for complete market data today.

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management Survey of Buying Power, May 10, 1953.

**Consumer Income Supplement, 1953, Standard Rate & Data Service

THE INDIANAPOLIS STAR YOUR FIRST TEAM FOR SALES IN INDIANA THE INDIANAPOLIS NEWS



FEBRUARY 15, 1954



HAPPY MEDIUM!

1. No other medium sells like newspapers.
2. No other newspaper sells like one that is close to the people.
3. No other newspaper is as close to the people as one which is part of its community.
4. No newspaper is part of its community until it reaches most of the people.
5. In the Cleveland area, The Press reaches 7-out-of-10 homes on every buying day.
6. "All business is local" means exactly that in any market—large or small.



operators and disc jockeys account for the steady flow of recordings into the Brown warehouse and reissue plant. Here they are processed by three experienced record clerks, priced, labeled and re-jacketed if necessary. Brown leaves the pricing up to the clerks whose many years behind music counters enable them to judge the value of a song and an artist; past, present or future.

By selecting such outlets as drug and super market stores, Brown is assured of a heavy and steady flow of traffic past his eye-catching display racks; has created for these stores an additional "plus" business and a come-on for their regular customers.

Skeptical-at-first store managers have weakened easily when they are shown sales memos from other outlets revealing that these record displays more than pay their way. Many stores, says Brown, report up to \$300 weekly added volume from the records alone, with average sales three to four per customer, some as high as 20 records.

Large variety chains now stock the records, such as Newberrys, and drug chains such as Rexall's Owl Drugs in Los Angeles or super markets such as Ralph's. One store ordered \$150 worth one Friday, was sold out by Monday.

They Save Everything!

Records which don't move well—an average of two to three weeks unsold—are returned to the shop, repriced and issued again later on. Nothing is thrown out, stock turnover is nearly 100% no matter how bad or slow-moving a record may be at one time.

Others have unsuccessfully tried to sell such records by similar methods. Two entrepreneurs in Oregon lasted only six weeks and lacked the merchandising know-how of Brown. Supply is a problem and Brown advertises in *Billboard*, offering to buy used records from anyone at a fair price, usually more than his lowest selling price of nine cents.

Key to the retail success of these records is the display material devised by Brown as few of the outlets advertise the availability of these records. Two basic display cabinets, a wide, 55-inch high, double-tiered rack holds albums, used records and collectors items, old and new; a narrower rack for smaller locations, four- and one-half feet high and nine inches square holds four shelves full of various records, both 45 rpm and 78 rpm, old and new.

An attention-getter is a movable display piece in the form of a record which moves back and forth in wig-wag fashion, powered by a small battery, and located atop the small record display cabinet.

Brown has delved into radio advertising on a small scale to promote his scheme, offering free record prizes if the participant goes to the retail outlet to obtain them. Window signs, banners, match folders, and posters are used extensively in promoting this merchandising idea.

Every record is guaranteed on a money-back basis, but Brown leaves this phase of the promotion up to the individual store, although the company backs every record itself. But the stores are happy with any arrangement; the portable record counter always seems to put store traffic into a happier, more receptive buying mood for other purchases as well.

Business has proved so successful in five years that Brown is now entering the real estate and building business on the side, putting up large apartment houses around Los Angeles just to keep his finger in any good investment, and to keep from getting stale as a sales-conscious merchandiser.

Would you believe it...?

A POINT-OF-PURCHASE DISPLAY THAT DEALERS FIGHT FOR!

ADVERMATs

The long-life, point-of-purchase displays that sell your product where it counts!

Trigger that customer impulse at these high traffic points:

1. ON THE COUNTER:



No competition from other displays or products because when the customer is ready to order, he's passed every other window and store display. Your rubber counter ADVERMAT doesn't take any room. Dealers welcome it, want it, keep it because of its high utility value. It has a soft, quiet working surface. Gives the dealer the ideal place to pack and to make change.

2. AT THE STORE ENTRANCE:



That's where you cash in on the fast growing trend to self service. Remind your customers right before they enter the store. All customers that enter must see your display. They can't get in without walking on it. Dealers like store entrance ADVERMATs. Outside the store it is decorative. Inside the door it protects the floor at the very heaviest traffic point. Dealers pay for such rubber mats. They are eager for and welcome your ADVERMAT.

3. IN FRONT OF THE CASH REGISTER:



If ever there was a last minute chance to get your product sold at point-of-purchase, it's as customer walks up to the cash register. The few seconds that money and change pass hands are the last opportunity to make your sale. And dealers welcome rubber ADVERMATs in front of their cash registers for ADVERMATs protect their floors at this high traffic spot.

4. IN FRONT OF YOUR PRODUCTS:



With more and more appliance dealers' showrooms looking like mountains of ivory or mahogany forests, you need the colorful attractive ADVERMAT to provide a focus point in front of your product. Sets it off from your competition. Attracts attention. Adds a quality atmosphere that none of the competitive brands possess. As consumers walk across the floor to examine various brands, they see your display again and again.

5. COIN MATS:



Most of the point-of-purchase advantages of counter mats are achieved by the ADVERMAT coin mat. Give your product that last-minute reminder where it counts the most, right at your customer's finger tips. You get your product name and selling theme across at the last instant before customers leave store. Dealers like coin ADVERMATs because of their high utility value.

ADVERMATs

are "life-time" natural rubber mats with your product name, trademark, and your selling phrase die cut and inlaid right through the entire depth of the mat. Never wears out. Unlimited color range. Made by Redfern's Rubber Works, Ltd., originators of mat advertising in England to save you money. These mats cannot be duplicated in the United States for twice the price.

No installation, time, trouble or effort. Just lay it down and it starts selling.

ADVERMATs today are selling all these nationally known products: Van Heusen Shirts • Kleenex Tissues • Bellows Liquors • Florsheim Shoes • Kuppenheimer Clothes • Columbia Bicycles • Arrow Shirts • Plumb Tools • McGregor Sportswear • Dutch Boy Paints • R C A Batteries • Bostonian Shoes • Schwinn Bicycles • Elgin Watches • Chevrolet Automobiles • Kelvinator Appliances • Wildroot Cream Oil Hair Tonic • Westinghouse Appliances • Admirations Cigars • Garcia & Vega Cigars • Echo Springs Whiskey • Cascade Whiskey • Camel Cigarettes • New Departure Coaster Brakes • MoPar Parts • Jarman Shoes • Abbott Laboratories

PERFO MAT & RUBBER CO., INC.

461 Fourth Avenue, New York 16, New York • LExington 2-3051

In Canada: Perfo Mat & Rubber Co., Ltd., Sherbrook, Quebec

Sole Selling Agents in the U.S.A. and Canada for Redfern Rubber Works, Ltd., Hyde Cheshire, England.

FREE! We'll give you a free ADVERMAT sample incorporating your own advertising copy. No obligation. The \$50 it costs us to make up this sample is a measure of the certainty we feel that you will be pleased. For complete details write today for free brochure containing complete information on Free Offer, and our self-liquidating sales plan for you. Dept. SM-2



Reader Interest

pays off for

Chilton advertisers benefit by our editors constantly serving their readers. This concern with editorial excellence means Chilton editors set stern standards of editorial conduct; means Chilton readers get news, facts, and figures both authentic and timely; means Chilton advertisers enjoy all the advantages of sustained reader interest.



in Chilton publications the *Advertiser*

And to make the most of editorial excellence, Chilton insists on *quality control* of circulation—selects readers under the most rigid regulations to make certain the advertiser's message reaches those who make the buying decisions.

This combination of *editorial excellence* and *quality circulation* assures Chilton advertisers of the ideal atmosphere for displaying their products and services to the most valuable prospects.



NBP

Chestnut and 56th Streets, Philadelphia 39, Pa.
100 E. 42nd Street, New York 17, N. Y.



WHO Farm Director

HERB PLAMBECK

Receives Top Farm Award!

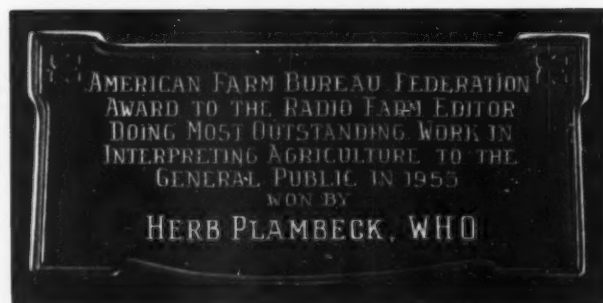
The American Farm Bureau Federation award is given annually to the radio Farm Director who has done the most outstanding work in interpreting agriculture to the American public. It is the "Pulitzer Prize" of its field—is the greatest honor that can come to a radio farm director.

Last November 30, the Farm Bureau Federation award was made to Herb Plambeck of WHO, for the year ending October 31, 1953.

In the year covered, Herb Plambeck was responsible for nearly 1000 specialized WHO farm news and service broadcasts, of which three series were presented especially to interpret agriculture to the American public—"Meet the Farmers", "Evening Farm Round-Up", and "Agriculture, U.S.A." (which is produced by the Clear Channel Broadcasting Service in Washington, D. C.).

Also during this period, Herb delivered 75 in-person addresses, to audiences totaling 129,380 people. His Department appealed to listeners for money for Holland flood victims—and collected more than the other 22 stations working on the campaign, combined. He headed a friendship tour to South America. He represented the United States at the World Plowing Match in Canada. He represented the National Association of Television and Radio Farm Directors (NATRFD) at a 1953 seminar for foreign radio men and women. The Department produced special farm broadcasts throughout the year, for Voice of America transmission throughout the world.

Herb Plambeck's Farm Department is one of the many reasons why Station WHO is listened-to-most in Iowa, by people on farms, in towns and in cities alike. Ask Free & Peters, Inc. for all the facts.



WHO

+ for Iowa PLUS +

Des Moines . . . 50,000 Watts

Col. B. J. Palmer, President
P. A. Loyet, Resident Manager



FREE & PETERS, INC.
National Representatives

COMMENT

So Now You're 40!

After 39 years, Jack Benny is turning 40.

This may not be important to some, but 30% of you (based on our famous "Do You Breed Goats Survey?") are between 30 and 39 years of age, and 36% have turned 40 but haven't passed 49.

When our promotional friends at *Collier's* sent to us a copy of their February 19th issue with Jack Benny's six ways to avoid being 40 we thought you might be interested. So here's his advice with our aside comments:

1. Before your fortieth birthday keep circulating the story that you're thirty-nine. If people hear it often enough they'll believe it for years.

(Repetition—a sound sales technique.)

2. When in the company of younger people, ask their advice on everything. Pretty soon they'll begin to believe they're older than you are.

(You—it always sells more than I.)

3. Stay slim. Thin people always look younger. Connie Mack is ninety-one, but he's so slender nobody figures him to be more than eighty-eight.

(That's why we run articles on diets.)

4. If you have to spend any money, do it grudgingly. People will think you're saving up for your old age instead of entering it. This rule won't cost you anything except a few friends, but you'll have so much money you'd be ducking them anyway.

(\$45,000—average income 275 sales chiefs.)

5. Avoid reminiscing about the past. If the name Lincoln should come up in your conversation, be sure that it's the car you're talking about and not the President.

(Markets are live people.)

6. Lastly, don't worry about your fortieth birthday. Remember, it will soon be over, and it will never happen again.

(Isn't this year's model always "new and improved"?)

Not So Big, Round and Fuzzy

General Electric seems to have found the answer to writing institutional "free enterprise" advertisements that avoid what one of our editors calls the "big, round, and fuzzy idea."

These ads carry the slugline in small type at the top left hand corner, "It is difficult to write a definition of the American Way. But it is easy to find good examples. Here is one:"

The one we have before us is "Giant Boy" with some not so fantastic predictions of the ways we will be using electricity in our daily lives by the year 2,000—just 46 years from now.

Stickin' Around with KLEEN-STIK

Talk About VERSATILITY—

KLEEN-STIK's really got it! The super-stickin' qualities of this miracle moistureless adhesive not only make it perfect for a jillion regular point-of-purchase uses—but also create some absolutely amazin' new applications! Like these:



The Proof of the Pudding . . .

is in the packaging—just ask E. B. WOLFERMAN of FRED WOLFERMAN, INC., Kansas City, Mo. Their "Old English" Plum Puddings used to go thru a complicated maneuver of cloth bags, bowls, foil or cellophane wrapping, and tying. But Mr. W. got together with RALPH KRIGEL and PAUL GORE of PACKAGING PRODUCTS, and worked out the combination wrap and label above, richly done in red on gold foil KLEEN-STIK. Now, the puddings are sold right in their baking bowls, simply by stripping off the protective backing of the label and pressing the die-cut flanges down over the edge. Neat . . . fast . . . and so attractive!



Luggage Made of Glass?

Sounds impossible, you say! The truth is, it's fiberglass luggage, manufactured by H. KOCH & SONS, San Francisco. JOE WEINER, S.F. ad agency head, wanted labels that would tell the buyin' public about the wonderful scuffproof, waterproof, and other-proof qualities of his client's products—but nothin' would stick on the waxy surface! Except—you guessed it—KLEEN-STIK! So STAN KIRK of PHIL RUDE LITHO CO., produced this series of clever labels—and now bigger sales are "in the bag" for KOCH!




Don't forget . . . KLEEN-STIK is tops for streamers, posters, shelf strips, and P.O.P. of all kinds. Ask your regular printer or lithographer for details—or write for KLEEN-STIK's dandy "Idea-of-the-Month" service—it's free!

KLEEN-STIK PRODUCTS, INC.

225 North Michigan Avenue • Chicago 1, Ill.
Pioneers in pressure sensitives for Advertising and Labeling

Not only inquiries — But **SALES**

**CONSTRUCTION EQUIPMENT makes
Sales for LUG-ALL**



331 E.
Lancaster Ave.

Work Hours
8:00 a.m.
"Lengthy"

Wynnewood, Penna.

October 12, 1953

Mr. J. M. Angell
CONSTRUCTION EQUIPMENT
205 East 42nd Street
New York 17, New York

Dear Mr. Angell:

At the time of your recent visit I mentioned that your publication CONSTRUCTION EQUIPMENT had given us superior performance among the publications which we use in the construction field. This is shown by the ratio of sales to inquiries.

A recent check has shown that CONSTRUCTION EQUIPMENT has averaged about 25 inquiries per ad, which figure is substantially above those of any other similar publication by a ratio of as much as 3 to 1 or more. Substantially, sales show a direct relation to inquiries.

These figures indicate to me that your publication is doing a most satisfactory job in your field.

Very truly yours,
THE LUG-ALL COMPANY
B. E. Wallace
B. E. Wallace



Construction Equipment

NEE

THE EQUIPMENT APPLICATION MAGAZINE

CCA

A Conover-Mast Publication, 205 East 42nd Street, New York 17, N. Y.

At best a generalized definition of the American Way usually sounds like an overwrought Fourth of July speech, and worst, often is disturbingly chauvinistic. Each of us has his own definition of the "American Way," but that definition is best expressed as a "for instance" from his own experience. So General Electric, in our view, has struck a refreshing note in the use of the example as the most understandable way to describe a way of life.

When Is a Doctor Not a Doctor?

Answer: More often than not when he appears in a white coat in a published advertisement or broadcast commercial. That "doctor" is a professional actor.

The sales-advertising fraternity has taken the medical doctor for a fast ride in recent years. It's been a sorry spectacle.

Now it appears that the doctors themselves have become so fed up with another abuse—and one that they can police themselves—that they're about to withdraw the Seal of Approval granted to manufacturers by the American Medical Association.

Dr. Robert Stormont, secretary, Council of Pharmacy and Chemistry, is quoted in *Drug Trade News*, as follows:

"Besides brochures put out by manufacturers under the seal which make claims for the product beyond what the Council recognized, the seal is also being used in such a way as to indicate acceptance of a product not approved."

Dr. Stormont, reports *Drug Trade News*, points an accusing finger at promotional folders bearing the seal which appear to indicate blanket endorsement of a line of products, when only one or two products have been accepted.

Naturally, AMA and everyone else concerned with this problem recognize the damage is done by the few. But if all of us don't protest the evasions and misrepresentations—and do what we can in our power to stop them cold—aren't we contributing to the destruction of the public's belief in advertising?

Wish We Had Said Them

Words are tools for both editors and salesmen. So we want to toss an orchid to Harold H. Rosenberg, editor and publisher of *Practical Builder* for his words, "Do you sell with your hands in your pockets?"

Publisher Rosenberg addressed his words to his readers—builders with homes to sell in a year when it will be necessary to sell. But they apply to producers in any line of business.

Don't the words, "Do you sell with your hands in your pockets?" give you a picture of a man with a product or service who is not trying to help himself very much? Isn't he likely to be a salesman who sells only through conversation? One who doesn't know—or care about—the wide variety of visual aids available today? A salesman who waits until he walks out of the office door to select his first prospect for the day? But the same lack of imagination may be a fault of management, too.

If you are a small operator, can you afford to advertise? If you are a big operator, can you run a low-budget operation for a small project? Or do both, in the words of Publisher Rosenberg, "feel that because you have the know-how, the customer should be aware of it?"

So it might be well to ask yourself, whether you are big or little, "do you sell with your hands in your pockets?"



95,000

... is the estimated population of the Fox Cities* according to THE MILWAUKEE JOURNAL, November 6, 1953.

APPLETON (WIS.)
POST-CRESCENT



The QUAD-CITIES
3RD

IN POPULATION

among the eleven
Standard Metropolitan
Areas of

IOWA-ILLINOIS

LES JOHNSON, V. P. and Gen. Mgr.

Quad-Cities' favorite

WHBF

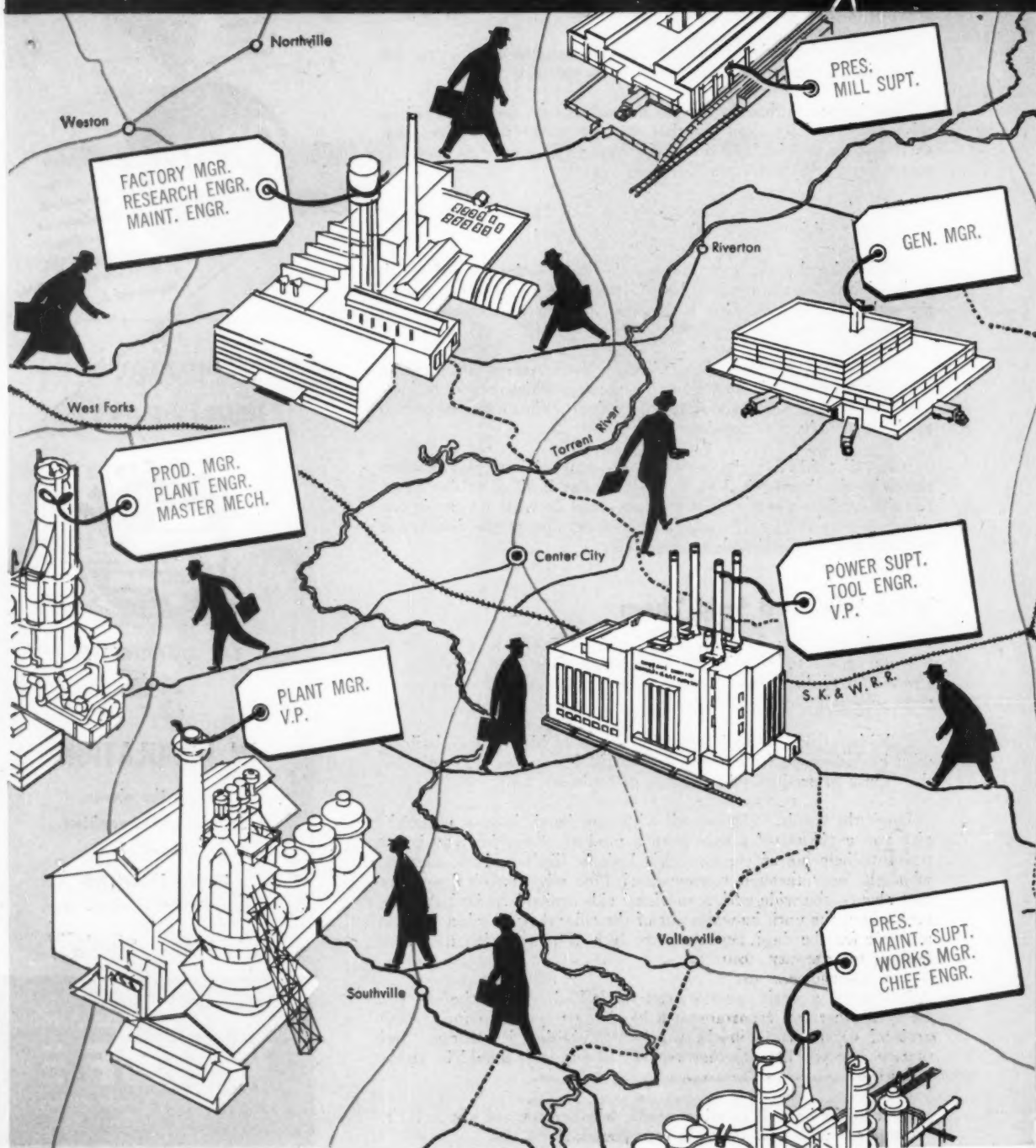
AM
FM
TV

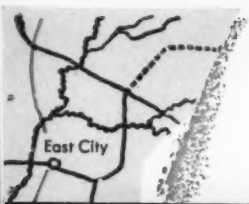
TELCO BUILDING, ROCK ISLAND, ILLINOIS

Represented by Avery Knodel, Inc.



Mill & Factory reaches the men your





salesmen must see to sell!

Buying patterns vary all over the map

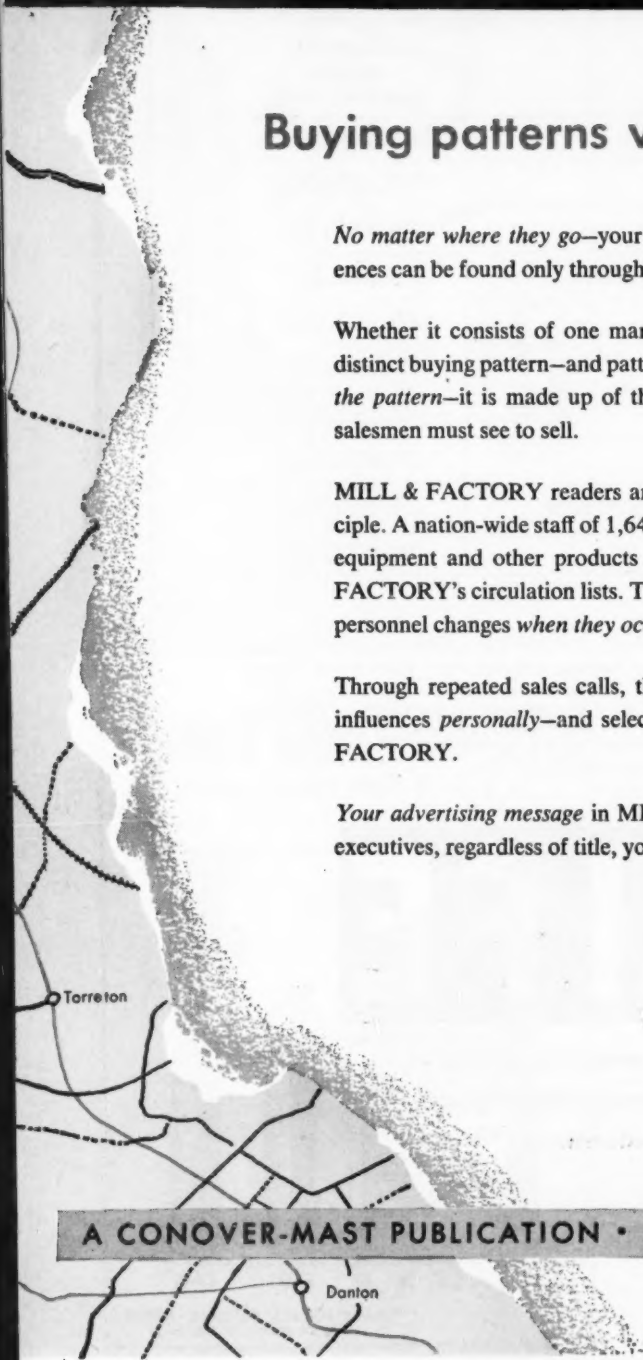
No matter where they go—your salesmen know that the real buying influences can be found only through repeated plant calls.

Whether it consists of one man or twenty men in each plant, there is a distinct buying pattern—and patterns vary from plant to plant. But, *whatever the pattern*—it is made up of the same key men, regardless of title, your salesmen must see to sell.

MILL & FACTORY readers are selected on this same sales-contact principle. A nation-wide staff of 1,645 sales engineers—men who sell machinery, equipment and other products to industry, build and maintain MILL & FACTORY's circulation lists. These up-to-the-minute lists reflect plant and personnel changes *when they occur*.

Through repeated sales calls, these sales engineers know the key buying influences *personally*—and select them to receive paid copies of MILL & FACTORY.

Your advertising message in MILL & FACTORY goes directly to the key executives, regardless of title, your salesmen must see to sell.



A CONOVER-MAST PUBLICATION • 205 E. 42nd ST., NEW YORK 17, N. Y.

HOW BUSINESS RANKS NATIONAL ADVERTISING MEDIA

Ranking of National Media	Medium	Advertising Revenue (Jan.-Dec., 1953)
1st	LIFE	\$109,708,903
2nd	CBS-TV	97,466,809
3rd	NBC-TV	96,658,551
4th	Saturday Evening Post	80,865,877
5th	CBS-Radio	62,381,207
6th	NBC-Radio	45,151,077
7th	Time	35,391,178
8th	ABC-Radio	29,826,123
9th	Better Homes & Gardens	27,240,924
10th	This Week	26,822,080

The next ten media rank as follows . . . **11th:** MBS-Radio, \$23,158,000—**12th:** Look, \$22,971,144—**13th:** ABC-TV, \$21,110,680—**14th:** Ladies' Home Journal, \$19,660,979—**15th:** Good Housekeeping, \$16,324,132—**16th:** Collier's,* \$16,310,942—**17th:** American Weekly, \$15,904,772—**18th:** Newsweek, \$15,205,490—**19th:** McCall's, \$13,165,666—**20th:** Business Week, \$13,150,555.

Source: Publishers' Information Bureau (gross figures).
Radio and television figures are for network time only.

*Collier's became a bi-weekly in August, 1953.

LIFE

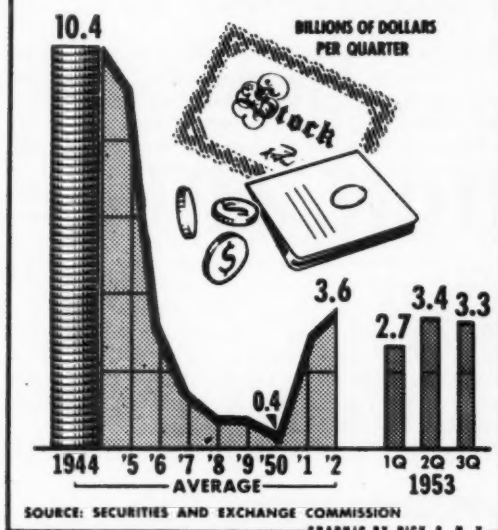
First in magazine circulation

First in magazine audience

First in advertising

LIQUID SAVINGS

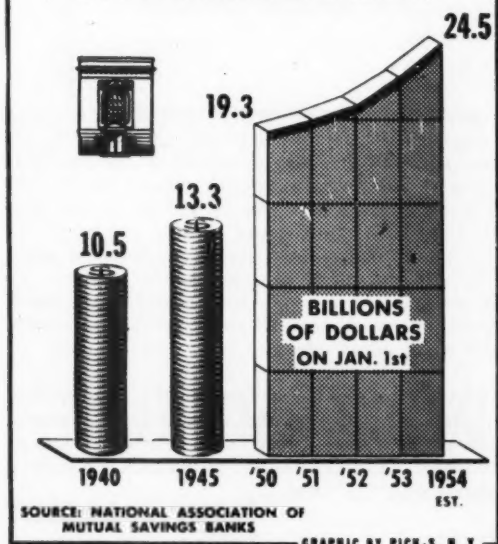
BY INDIVIDUALS IN THE U.S.



There's plenty of money available—good current earnings and this huge backlog of savings. . . . Will people sit on the money or exchange it for reasonably priced and attractive goods and services? . . . The answer may be found in the relative aggressiveness and confidence of sales organizations.

SAVINGS BANKS DEPOSITS

(MUTUAL SAVINGS BANKS IN THE U. S.)



FEBRUARY 15, 1954

HOW MUCH RECESSION?

For some weeks to come—possibly months—you are unlikely to read any *sustained good news* in the papers on orders, shipments, employment, inventories, business failures, commodity prices, etc.

But it will surprise this observer if the news gets progressively worse.

The biggest weakening came around mid-December. Since then we have been on a relatively level plateau, down a bit from the Mt. Everest of a year ago but nevertheless on a high level of activity.

Will the lack of a rash of good news create a wave of fear which might turn the gentle slide-off into an avalanche of recession that feeds on itself, multiplying unemployment and hardship?

There are no signs of panic. This isn't any 1929-33 for a variety of reasons. We have built-in props in the form of unemployment pay, social security, farm price supports, guaranteed bank deposits and close supervision of the securities markets. Back in those days of frenzied finance, the government put all of the responsibility on business to maintain prosperity. Now that responsibility is divided. The President's economic advisors see no bad business slide ahead—but they are prepared to act quickly if the patient shows no sign of recovery.

What doesn't seem to have been given proper emphasis in consideration of the economic situation was well summed up the other day by Dr. Jules I. Bogen: "Never before in our economic history has the financial situation been so strong after a protracted period of prosperity. In the past, weaknesses in the financial system developed even before business turned downward from boom levels and greatly intensified the subsequent depression."

Today we have no strained credits and financial condition—no tightening of credit or money supply—no stoppage of spending, public or private.

The banks have cash and government securities equal to more than 60% of deposits, real estate mortgages are relatively sound, the public holds some \$200 billion in liquid assets, stock market prices are not inflated from a value-earning measurement, the farmers are in a healthy financial shape despite price declines.

This is no time to sell America short.

NO SUBSTITUTES FOR SALESMEN

The Fuller Brush Co. expects to sell a larger number of its products to American housewives and to industrial business than it did in 1953 when sales climbed to an all-time high. 1954 sales, they expect, will top last year by between 8 and 12%.

The Fuller Brush salesman's measure of success is

determined by the number of calls he makes each week. In 1937 a typical salesman made between 60 and 75 calls weekly but by 1953 he had stepped it up to around 275 calls a week. Under their relatively new policy of distributing mouth-watering catalogs several days in advance of any attempt to actually sell, they find that 80% of all orders are written in the first five minutes of the salesman's call—that on the first time around in a new territory a salesman will get one order out of three calls, the second time one out of two-and one-half calls, the third time one out of two calls, and thereafter three out of four. On a week-to-week basis the average salesman will receive orders on 40% of his calls.

In the early years of the Fuller business the company's salesmen were considered to be high-pressure men—but no more. They found that people like to buy and do not like to be sold and the typical Fuller man today practices "low-pressure, no-pressure" selling in order to build up a repeat business.

Clarence A. Peterson, Fuller's Western district manager, is quoted by the New York *Herald Tribune* as saying, speaking of 1954: "I do not think we will have a recession, but if we do we will simply tell our field men to make up for it by making more calls. A 5% recession would call for 5% more calls. This plan worked in the 1938 downturn and we believe it will work again if we have to use it."

THE DISCOUNT HOUSES

In a recent speech before Ohio druggists, John A. McGuire, author of the McGuire Act restoring effective fair trade, pointed out the growing numbers of Fair Trade legal actions seeking damages ranging up to a quarter-of-a-million dollars which fair-trading manufacturers are bringing against discount houses.

It is true that a number of manufacturers are employing professional shoppers to collect evidence against discount houses which can be used in injunction proceedings but the court actions to date haven't caused the discount houses to run to cover.

There's one just around the corner from SALES MANAGEMENT's office, whose owners are so scared that they are doubling their floor space!

Last year Sunbeam Corp. claims to have spent approximately \$900,000 to enforce its minimum prices. General Electric says, "We'll spend whatever is necessary to do the job—whether it be a half-million dollars or more." Westinghouse says, "New injunction proceedings are being filed every week," and Johnson & Johnson, "We shall not stand idly by and permit price cutters to work their destructive practices with our products."

If manufacturers can stop the discount houses and other price-cutters this year, when most wholesalers and distributors have an over-supply of merchandise and a strong temptation to unload, they should certainly have no difficulty in maintaining prices if we ever have a seller's market again. The fact that discount houses grew and grew during a period when merchandise was relatively short would seem to prove that either manufacturers made no serious attempt to stop price-cutting at that time—or that they've got a man-sized job cut out for them now.

INCOME TAX EXPENSE DEDUCTIONS

The news from the Treasury Department points clearly to a tightening of the rules and also stricter application of the rule regarding travel and entertainment expenses, particularly the latter. On your personal income tax you are entitled to deduct expenses essential to your job—for example the cost of maintaining customer loyalty or building good will, amounts you spend to entertain suppliers, customers or subordinates, and any reasonable expense to which your employer puts you for business purposes and for which he does not repay you.

But—to make these deductions stick, you need a contract or a company policy statement making it clear that your salary is expected to cover some or all business entertainment expenses. Probably you turn in expense accounts to the company for some of your expenses but not all. To get government approval of those you charge off on your personal statement, you should get a definite understanding in writing that because of the nature of your job (and your generous earnings) you are expected to incur expenses above and beyond what you put on expense slips. Example: You take your wife to dinner with customers who must be entertained because the customers have their wives with them, or because she will help you put a deal over. Perhaps company policy will not allow you to put her share of the tab for dinner, theater and night club on the expense account, but it is a legitimate tax deduction on your personal statement.

SIGNIFICANT SHORTS

The money is there but only the hard sell will pry it out. Disposable income is more than three times the 1939 figure and the personal savings rate is double. Have you kept up with income distribution shifts? Here are the percentages of total spending units in various brackets (an income breakdown by four major classes of income will be given in SALES MANAGEMENT's May 10 *Survey of Buying Power* for each of the 3,072 counties):

Income	1939	1953
Under \$1,000	53%	11%
\$1,000-\$2,000	31	14
\$2,000-\$3,000	10	16
\$3,000-\$4,000	4	33
Over \$5,000	2	26

New post office rulings, covering magazines enjoying second-class mailing privileges, permit advertisers to use far more ingenuity than was permitted in the past. For example, new interpretations permit die-cut inserts, any type of fold-out (even if it goes up and out at the same time) and specially treated paper covered with plastic or film. Last month magazines covering the electrical appliance field ran an effective promotion for Fedders air conditioners, where the paper was treated with plastic and turned into a phonograph record with perforations making it easily detachable.

If you have a cooperative newspaper plan you may find it worth-while to buy from the Association of National Advertisers a new service which shows the local rates of 650 newspapers. The price is \$50 to non-ANA members.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

**1,310,000
IOWA PEOPLE
read... THE
DES MOINES SUNDAY
REGISTER**

(More than 500,000 copies)

and what a market for your products!

They marry—80%.

They own their homes—70%.

And 70% are busy raising families of three or more members!

**... as reported by the Advertising Research Foundation
in its first statewide audience study of 14 Sunday newspapers circulating
in Iowa.**

For complete facts on where these people live, what they earn, what they own, see "A Study of the Des Moines Sunday Register Audience in Iowa." For details on how to get your copy, write Advertising Research Foundation, Inc., 11 West 42nd St., New York 36, New York.

THE DES MOINES SUNDAY REGISTER

... an "A" Schedule Newspaper in an "A-1" Market

Gardner Cowles, President



• Even the ladies will agree—laundries do a better job of finishing shirts than is possible at home. Shirts come back looking like new, with a fresh “professional” look about them that gives a lift to a man’s spirits, as well as his appearance.

And when your laundry uses Huron’s Velvet Rainbow Starch, as so many leading laundries do, you can count on your shirt looking and feeling good from 9 A.M. to 5 P.M. Velvet Rainbow gives shirts fine, full body, yet provides the extra pliability that keeps them comfortable and fresh-looking all day long. Sold only to professional laundries, Velvet Rainbow is not available retail.

The Huron Milling Co., 9 Park Place, New York 7, N. Y.

**SHIRTS STAY BETTER LOOKING LONGER
WHEN A LAUNDRY DOES THEM**

THIS STORY IN A CAPSULE:

First, consumer advertising (in Life) for an industrial product . . .

**Housewife
Tells
All**



• “My husband Jim used to complain about his shirts—said they felt harsh and uncomfortable, and wilted before the morning was half over.

“Then I found a new laundry to do his shirts. Now Jim says they feel comfortable and keep their fresh good looks all day long. The manager told me that it’s the starch they use that makes the difference.”

You can rest assured, lady, that your laundry uses Velvet Rainbow Starch. Laundry operators from coast to coast say using it is the best way to get—and keep—shirt customers. Costs only about 1 penny for every 5 shirts. Order a shipment today.

VELVET RAINBOW® STARCH

Guaranteed 50% Velvet Wheat

Helps You Do Quality Work—Sell It Too

THE HURON MILLING CO., 9 Park Place, New York 7, N. Y.

PLUS BUSINESS PAPER ADVERTISING
in laundry journals . . . three of them . . .

So You Have A “Dull” Product And Sales Are Stuck on Dead Center!

See what Huron Milling Co. has done with starch—a drab utility item if we ever saw one. It’s sold only to laundries. Yet applied sales imagination imbued it with excitement, gave the salesmen a fresh new sales approach.

What can a company do to punch up sales of an established product which has quality but no new features with no price advantage over competition in a static market?

In the summer of 1953, B. F. Bowman, vice-president of the Huron Milling Co., maker of Velvet Rainbow—a starch sold *only* to professional laundries—found himself confronted with this difficult situation:

1. Product: A quality product—but one that the entire commercial laundry trade has heard about for years—at a price that is slightly higher than most competitors’. No new feature of any kind which might be emphasized promotionally.

2. Market: The volume of starch used by professional laundries has been shrinking for a number of years

because style trends in both men’s and women’s clothing have reduced starch requirements. This decrease has been further aggravated by the increase in home washing machines and neighborhood laundromats.

Recent surveys disclosed high loyalty of commercial laundries to the brand of starch they currently use. There is strong reluctance to change brands.

3. Distribution: VR Starch is sold by laundry supply distributors who usually carry one or more competitive brands of starch. With a setup such as this, distributor salesmen normally do no *selling* of starch—they merely pick up orders for whichever brand a customer habitually

We are one of the
**PROFESSIONAL
LAUNDRIES ...**

ADVERTISED IN
LIFE



**Shirts stay
fresh from
9 to 5
plus...**
when a good
laundry does them!

* Even the laundries will agree—laundries do a better job of keeping shirts clean & pressed at home. Shirts come back looking like new, with a fresh professional look about them that gives a lift to a man's spirit, as well as his appearance.
And when your laundry uses Huron's Velvet Rainbow Starch, so many leading laundries do, you can count on your shirt looking and feeling good from 9 A.M. to 5 P.M. Velvet Rainbow gives shirts that full body yet provides the extra pliability that keeps them comfortable and comfortable all day long. Available to professional laundries, Velvet Rainbows are not available retail.
The Huron Milling Co., 9 Park Place, New York 7, N. Y.

**SHIRTS STAY BETTER LOOKING LONGER
WHEN A LAUNDRY DOES THEM**

TIED-IN AT POINT-OF-PURCHASE
with window and counter cards for laundry establishments ...

More shirts per hour with
VELVET RAINBOW



• It's a fact, Velvet Rainbow actually speeds shirt production.
With Velvet Rainbow there's no excess starch on the shirts to stick to fingers or ironing equipment. Shirts sized with V-R handle easier on the presses ... collars and cuffs dry faster ... operators do more work and better work.
That's why Velvet Rainbow helps turn out more shirts per hour ... as well as giving them the finest finish obtainable today.

Glenn H. Huron

Director of Sales, Specialty Products

We're helping professional laundries sell, too. Huron's making merchandising news with its big new promotion plan to help professional laundries sell their services. It highlights LIFE ads, ad blowups for counter and window display, newspaper ad mats, radio commercials, and a telephone sales talk for laundry operators who use Velvet Rainbow Starch to help them tie in with this campaign. Cash in on this program—urge your customers to put all this new material to work!

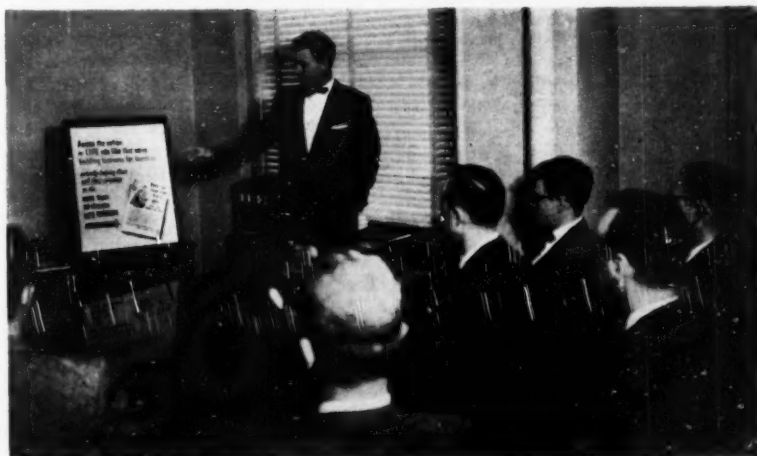
THE HURON MILLING CO., 9 Park Place, New York City 7

MERCHANDISED TO DISTRIBUTORS' SALESMEN
through a quickie by-mail training course ...

buys. These distributor salesmen have heard (from company reports) and read the features of Huron Starch for the past 20 years (in direct mail and business publications) and consider it "old hat."

4. Problem: To sell the present product (without any new features) to a market that has heard all about the product for years, and is intensely loyal and reluctant to change. To sell through distributors who carry competitive brands and care little which one is sold so long as they get the order. To cause prospects to change their firmly established buying habits, and to do this with a small budget.

5. Solution: A market survey plus careful study convinced the Huron people that their best chance for success lay in selling something in addition to laundry starch. Two market facts provided the key to solving this tough problem. First, the fact that the laundry starch market is dwindling suggested that Huron try to do



AND SOLD, SOLD, SOLD!

by Huron's own men, to distributors, with a hard-working visual presentation.

something to change this. Second, the fact that the laundry industry could do a better job of promoting its services to the public, suggested that Huron encourage and help in accomplishing this. So it was only logical

that the company and its advertising agency decided to "sell" the professional laundries a *merchandising package* in addition to starch. This decision was not altogether altruistic. For it was believed that if Huron

could help the laundry industry to sell more of its service—and if the firm maintained its present share of the market—then its tonnage would increase. In line with this thinking, the basic sales idea "Velvet Rainbow helps you do better work—and sell it too" was devised.

6. Merchandising Package: Inasmuch as it was decided to "sell" a merchandising package, it was necessary to create one.

Life Advertisement: The big gun of the attack was to be a series of advertisements in *Life* magazine. These consumer advertisements are run despite the fact that Huron starch is sold only to professional laundries and is not sold to the public at all. Consequently, it was realized that the primary purpose of these *Life* advertisements is to sell the housewife on sending more shirts to the commercial laundries. The average housewife does not enjoy doing shirts and she admits that the professional laundry does them better.

Notice how the laundry is played up and starch is played down in copy of this Huron advertisement:

Shirts stay fresh from

9 to 5 plus . . .

when a good laundry does them!

Even the ladies agree—we do a better job of finishing shirts than would ever be possible at home. Shirts come back looking like new. Their fresh "professional" look gives a lift to a man's spirits as well as his appearance.

We give shirts sparkling good looks, plus easy-moving comfort, with Velvet Rainbow Starch—made only for professional use. Keeps shirts looking—and feeling—good the whole day through . . . from 9 to 5 and through the evening. Try us—and see for yourself.

Remember—shirts look better longer when a laundry does them

Counter Cards: To help the individual laundry tie in at the local level, two-color easel back cardboard counter cards were supplied to all laundries using Huron starch. All any laundry that has never used VR Starch has to do to get in on the benefits of the Huron merchandising promotion is to place an order for Huron starch.

Window Posters: Two-color reproductions of the *Life* advertisements were also worked into posters suitable for windows and delivery trucks bearing this message: "We Are One of the Professional Laundries Advertised in *Life*."

Newspaper Mats: The *Life* advertisements are also adapted for each laundry to use alone or as a part of a larger advertisement in the local newspaper. Several other advertisements are also furnished in mat form to encourage each laundry to continue to promote its services.

Radio Platters: Realizing the average laundry's lack of experience in radio broadcasting, Huron again made it easy for the laundry operator by furnishing him a recording of several 15-second, 30-second and 60-second open-end spots. The most popular of these followed the pattern set by the current detective programs.

My name's Whitey. I'm a shirt . . . 8:17 a.m., I head for the office. In my business, appearance is everything. So I keep the boss looking his best all day long . . . feeling comfortable too. 6:15 p.m. Home to dinner. I stay fresh-looking right through the evening. Here are the facts, lady. I get sent to a professional laundry. You see, their Velvet Rainbow Starch keeps us shirts from getting hot under the collar. Handsome, too.

LOCAL ANNOUNCER: Send your husband's shirts to (Name of Laundry) this week, and see for yourself. Phone (Phone Number) today. That's (Phone Number).

Telephone Solicitation: As a further incentive to the laundry operator to do something to help himself, Huron provided him with a tested solicitation. During periods when employees are not busy, they telephone lists of non-customers and use this canned talk to induce them to send some shirts to this laundry on a trial basis. (Nine out of 10 husbands prefer a professionally laundered shirt to one done at home). A trial order is almost always the first step towards a new customer.

Visual Presentation: To enable Huron salesmen to get this new concept over to distributor salesmen, a 14" x 24" silk-screened three-color flip-sheet presentation was supplied to each company salesman. It is interesting to note that a calloused market survey operator (who has attended scores of sales meetings) stated that this particular presentation is one of the most effective he has ever seen.

The presentation proved so effective in influencing distributors and their salesmen, that it was necessary to prepare hurriedly 600 miniature photo-offset copies for use by distributor salesmen in selling laundry operators.

Correspondence Course: To take the story to those distributor salesmen who may not have had the opportunity to attend a sales meeting held by a Huron representative, a series of eight postcard "lessons" were prepared as a correspondence course. These cards carry in condensed, easy-to-read form the VR Starch story with a lighthearted cartoon-type illustration. The same "course" is also sent as a refresher to those distributor men who have "gotten the pitch" at a meeting.

Fo'der for Prospects: A brief, boil-down of the new VR Starch promotion and product features was furnished in the form of a little folder which Huron salesmen and their distributor salesmen leave with prospects after each call. This enables a prospect easily to review "what the man said" after he has gone.

Direct Mail Support: Letters, postcards and other forms of direct mail were used to promote this campaign to Huron's own salesmen, distributors and their men, as well as to the laundries themselves.

Business Publication Advertisements: Full use is also being made of various business publications to inform the laundry industry of the *Life*—radio—newspaper promotional campaign. A technique of multiple-fractional pages is employed. Four one-quarter pages are scattered through each issue with each advertisement emphasizing a separate item of the program.

Merchandising Kit: At a sales meeting immediately preceding this campaign, each Huron salesman was provided with a novel merchandising kit in this dramatic fashion: At the beginning of the meeting, each salesman was handed a large manila envelope and asked not to open it until instructed to do so. At a certain point in the meeting, the speaker announced, "The next picture you see will be the man you believe to be the best salesman in the world. Now please open your envelopes."

Inside, each man found a kit whose front looked exactly like a cover of *Life* magazine displaying the salesman's own photograph blown up to full size. As the salesmen grasped the implication of this, they let out shouts of appreciation. Even the most reluctant salesman is carrying his merchandising kit and showing it to prospects because it bears his photograph.

(Continued on p. 125)



Well, What IS Creative Selling?

BY ARTHUR A. HOOD
*Editor, American Lumberman &
 Building Products Merchandiser*

You sell creatively when you:

1. Persuade people to want something that it hasn't occurred to them to want—making them live 30% better.
2. Induce people to put money to work that might otherwise be idle.
3. Generate an appetite-to-buy in people who are not hungry.
4. Sell merchandise and its benefits instead of discounts.
5. Send people out of the place with bigger quantity and better quality than they intended to buy when they came in. It is building sales higher, wider and thicker.
6. Sell everything the buyer needs in the entire line.
7. Sell every related item that can be used with the product being bought.
8. Get people to buy now what they have been hesitating about.
9. Divert a family's discretionary income to one's own products or services.
10. Make a repeat buyer out of a casual customer and make a friend as well as a customer.
11. Recognize a prospect's "No" or "Not interested" for what they are—defense mechanisms based on inadequate information; proceed to supply the needed data and close the sale.
12. Overcome objections by building a buyer's yardstick of benefits and then check them off until the close is indicated.
13. Sell the right price against cut-throat competition.
14. Build a family tree of sales from each closed prospect.
15. Help the customer buy intelligently. Build a healthy dissatisfaction and discontent with things as they are.
16. Find out what the buyer is going to use the product for, then expand the sale from there.
17. Instruct the customer so thoroughly on the use of the product that he is continually reminded that he made a wise purchase.
18. Demonstrate "the value added by distribution."
19. Organize the necessary knowledge, tools, strategies and tactics to get the most from each sales opportunity.
20. Convert luxuries and conveniences into necessities through salesmanship.

The End

For reprints, write SM's Readers' Service. Specify reprint # 288. (10c ea.)

Stude's New Sales V-P: Cars Run in His Veins



C. K. (Chet) Whittaker got into the automobile business as a stripling salesman for his uncle's Meadville, Pa., Overland dealership. In the early 20's he joined Studebaker. Recently his company gave him its top sales spot—v-p in charge of Sales. . . . It was Paul Hoffman who started Chet on the upward path. Soon as young Chet learned what his uncle had to teach him he trekked to L.A., talked Paul into a job. Paul liked his sales work so well that when, in '25, he became sales v-p he took Chet with him. His first post: retail manager of the company's Detroit branch. A year later he was retail sales manager, then retail branch manager. A careful planner, Chet's work in Detroit pin-pointed him for other key posts. When Studebaker decided to build a West Coast assembly plant in Los Angeles's sprawling Vernon manufacturing district Whittaker was the No. 1 choice to head up the operation. He's been v-p in charge of the company's Pacific Division ever since. His work with dealers all over the country has given him keen insight into dealer problems. A man with a deep-running interest in auto design he was an important figure in conferences resulting in Studebaker's "Skyway" design of '41 and its "New Look" of '47. Stude recently made news via ads praising G.M. for its "dream cars" which Stude takes as a compliment on its car designs.

The Good Penney Turns Up— and Wins an Award



The lady with the spring garden hat is Mrs. Tobé Coller Davis—better known as Tobé, outstanding fashion and merchandising consultant. The gentleman is none other than James Cash Penney, almost legendary in retailing. Tobé is presenting him the Tobé Award, "for distinguished contributions to American retailing." Penney has based his business (1,630 stores, more than a billion dollars in sales last year) on the Golden Rule. A deeply religious man—but no religious fanatic—he plans new stores, expansions of existing ones, better, more modern plants. He's definitely *not* listening to recession talk. And Penney spends most of his time traveling around the country to his stores, meeting his personnel, waiting on customers. But as one Penney store manager recently said—in unconscious tribute to J. C.—"God help this company if it ever falls into the hands of a master mind!"



He's Cooked on Front Burners, Drawn Beads on Birds and TV

He's Harold D. Conklin, avid game hunter, new general sales manager for Admiral Corporation. When, as v-p, and general manager of Admiral Distributors, Inc. (the company's branch in San Francisco), he decided to set sights on a tripled dealer organization within two years, associates smiled wryly. Harold hit the bull's eye in 20 months. And now he's back in the home office showing others how to make sales hum. . . . A native of Ohio, he's a graduate of Ohio State University. He's spent better than 25 years in the appliance business—with Monitor Stove Co., Everhot Co., before joining Hotpoint where he spent 16 years as head of the Range and Water Heater Division. He joined Admiral in '44 as manager of the Appliance Division. . . . Besides hunting, Conklin collects and uses miniature cameras. Now that his family is grown, he adds, he has complete freedom for riding hobbies to the hilt and watching TV.



YOU SELL LUGGAGE BY DEMONSTRATION, says General Manager Murray Koch to department store sales personnel. He explains how they should use chart of woman's suit, which comes with Koch dress wardrobe case, to show customers proper folding technique when packing. "Few people know how to pack," he tells salespeople.

Who Is Koch of California? Ask for a Demonstration...

... and you'll see why sales of the company's luxury luggage, made of Fiberglas, are "extraordinary." The secret is in a strong promotional drive *through* retail.

"The pattern is natural texture of silky, closely woven Fiberglas . . . color goes all the way through . . . it won't scuff or rub off. It won't mildew in the dampest climate . . . Modern Sesame Combination Keyless Locks . . . Precision closure of tough, extruded aluminum alloy. . . ."

A salesman for H. Koch & Sons, San Francisco, is talking about luggage—the 1954 line of Koch Fiberglas cases for men and women. His audience of department store luggage section salespeople is surprised as he picks up a handful of steel wool and begins to rub the delicate-looking surface of a ladies' overnight case.

"Rub it with steel wool—it won't

scratch—just gives it a finer sheen," the salesman says. He shows the salespeople an unusual way to sell an unusual kind of luggage. He proceeds to demonstrate how *they* may demonstrate to their customers how to pack the Koch traveling cases in order to have wrinkle-free wardrobes. He takes out of the case a chart of heavy paper which simulates a dress or a man's suit and whose instructions cover the points of the packaging demonstration.

"This is the world's first *guaranteed* luggage," the Koch representative emphasizes. "It's the first time a firm has equipped its luggage with a type of fixture and provided users

with a method of packing that will assure completely wrinkle-proof clothing."

These are only a few of the selling points of the streamlined luggage which is as modern as its raw material. Others are (for the men's case) a detachable laundry bag for soiled linen which has a zipper closure and may itself be laundered in the washing machine. A necktie rack which keeps ties wrinkle-proof and won't let them slip. An ingenious hanger-rack for one, two, or three suits ("only rack in the world that will carry a 46"-long suit, wrinkle-free"). The women's wardrobe has similar fittings; also a full-length pocket and two side pockets to hold shoes, supported by piano wire permanently riveted to the case. ("Piano wire won't rot or lose its spring as elastic does.")

What's more, the firm guarantees

to replace, without charge, any piece of Koch Fibreglas luggage broken on any airline, railroad or steamship, anywhere in the world.

"When you have a sales story like ours to tell," comments Murray Koch, general manager, "and you are ready to tell 12 million people about it, advertising is your best means—advertising backed up with strong promotion to and through retailers."

Advertising in *Time*, *Newsweek*, *Esquire*, *Holiday*, and a strong promotional policy to and through retailers—that sums up the Koch selling program. The advertising and store promotion broke in October, 1953, following two months of selling groundwork. Immediately, the company was deluged with inquiries, and orders. In the first 10 days after

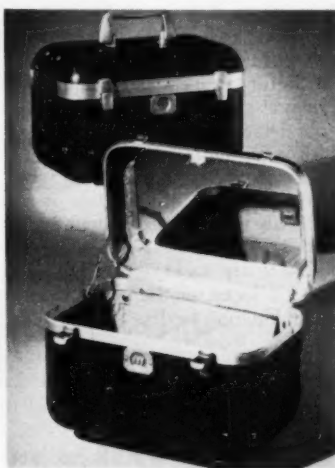
the initial advertising appeared more than 1,000 inquiries were received from interested consumers and the trade. Three additional people were needed to keep up with the orders and inquiries.

"The response surprised us" remarks Murray McWilliams, sales manager, who has a staff of five field representatives calling on the trade. Koch himself calls the interest and the increase in sales "remarkable." A closer look at the advertising and promotional techniques employed reveals sound planning, maximum use of advertising, and integration of advertising with retail promotion at the point-of-purchase.

"Only strong national advertising can accomplish what we had in mind," is Koch's belief, "but not ad-

vertising in a sales void. The retail sales person must know all about it, and must be trained to present the product effectively."

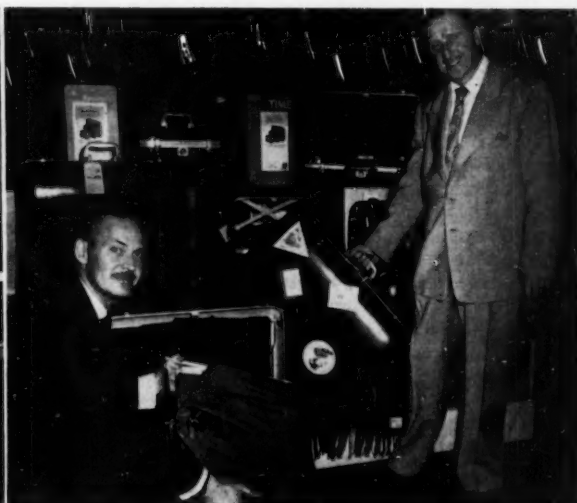
As soon as the 1954 Koch Fibreglas luggage line was ready for the market, (units are priced from \$42.50 to \$79.50, retail) the company's field representatives took the news to its customers, leading department stores, men's and women's clothing stores and gift stores throughout the U.S. and Alaska. Koch also has international distribution but, domestically, the company sells direct to retailers only. Field men arranged for store and window displays. They showed proofs and blow-ups of the national consumer program of color advertising which was scheduled to begin October 26



HOW-TO-PACK demonstrations are topped with steel wool test, showing mar-proof qualities of Fibreglas.

REPRINTS, BLOW-UPS of Koch advertising dominate window at San Francisco's "Big E" department store.

LUGGAGE LABELS are imprinted with sales points of Koch cases; help salespeople organize presentation.



and to run through December.

Dealers were supplied with colorful point-of-purchase posters and display cards, with folders to be handed to customers. One of these, serves double duty as an information piece for salespeople. It poses questions and answers them: "What is Fiberglas?" "What are the advantages of Fiberglas luggage?" "What is the Koch guarantee?" "What about lightness?" "What about appearance?"

There are similar questions whose answers bring out the sales points on the color, fittings, workmanship, locks, linings, finish, method of cleaning—all in a few simple words. Others deal with the nature of the advertising, the extent of the Koch line and the prices. One answers the question, "Who is Koch of California?" Another answers "Definitely not!" to the question "Is Koch Fiberglas luggage a new and untried idea?" and goes on to tell why.

Plenty of Tests

The "Why" is an important element in the company's promotion for the new luggage. "It has been tested under rigorous travel conditions for more than six years. Also, the same Fiberglas material has been given even more rigorous testing and an unqualified endorsement by the United States Air Force. Special Fiberglas cases made by Koch are used by the Air Force to protect costly aerial cameras and other precision instruments from shock, moisture, mildew and other damage. These cases have been loaded with 175 pounds and dropped by parachute from planes flying 250 miles an hour at 600 feet altitude (equivalent to a fall of 25 feet). The cases and contents were undamaged. Koch Air Force Fiberglas cases have been submerged in 43 feet of water without leaking."

Retail luggage department salespeople who learn the 15 tersely stated sales points in this small folder will have adequate information to accompany the demonstrations they are trained to make in selling Koch luggage. For example, on the subject of the streamlined appearance of the luggage, the salesman may draw on this argument:

"Koch Fiberglas luggage does not resemble leather, rawhide or any other material. It has a beauty all its own—caused by the natural pattern of Fiberglas—a pattern of fine, silky threads. Many people prefer the appearance of Fiberglas luggage to any other material. It is modern luggage,

in tune with the 20th century."

In their work with retail sales personnel during the introductory period on the new line, and in subsequent contacts, Koch sales representatives stressed demonstration as the best way to sell this new kind of luggage, once customer interest has been aroused by the strong advertising and focused at the point-of-purchase by the store displays.

Few people know how to pack a suitcase or even an overnight case so as to keep clothes in perfect "press." A demonstration of correct packing gives the salesman the opportunity to hold the customer's interest while drawing attention to each case fixture and feature and showing how these are used. To assist the owner of the luggage, the salesperson points out, the suit-size chart (mentioned earlier) cut-out which gives instructions for packing is given free with the men's one-, two-, or three-suit, and the women's Dress Wardrobe case.

In selling to men, salespeople learn to demonstrate, also, the advantages of the detachable linen "laundry bag" which zips shut, holds soiled linen and keeps it from touching suits, clean shirts and other items in the case. This proves an excellent selling point. The demonstration also stresses that there are no keys to misplace or lose: All locks on the Koch luggage are combination keyless locks.

A telling point in the demonstration is that "double-action solid brass hinges open at the flick of a finger, yet can't jar loose." Another: "Edge closures of the luggage are precision-meshing extrusions of a tough aluminum alloy." And: "Handles are a pressure-molded combination of powdered aluminum and plastic and are virtually unbreakable." The salesman learns to point out that "No protective covering is ever required, despite rigors of airplane, rail, steamship or other modes of travel."

The importance of the guarantee also is stressed in the demonstration. It has proved one of the most powerful advertising and sales points. Along with a descriptive folder advertising the Koch line, the guarantee is enclosed in each piece of the luggage sold, or attached as a tag to the handle. One half of the guarantee folder-tag is a detachable piece with space for name and address of the owner and of the store where the case was bought. Repair or replacement is guaranteed if a case is broken during normal travel.

"Training salespeople to demonstrate the luggage properly," observes sales manager McWilliams, "is proving one of the best sales aids. It's something the field men lose no opportunity to do." He adds another interesting point: "Our field men call on every account, even if they are



"We're not even running a contest yet some idiot sends us nearly two thousand box-tops!"



the two sides of every penny spent for sales



E PLURIBUS UNUM

This is the familiar side of the *selling* penny . . . the side that portrays the salesman, who, in the course of selling, strives to bring to one successful conclusion the many related activities of advertising, distributing, servicing.



IN GOD WE TRUST

This is the *buyer's* side of the same penny . . . the side that calls to mind the typical industrial buyer's problems of finding the right information about products, comparing available types and makes, selecting companies to contact.

It is significant that this side of the penny bears the legend, **IN GOD WE TRUST**, for all too often the buyer has no other reliable source on which to pin his faith. He grasps prayerfully at such information as is available, and *trusts* that it is adequate. And if it isn't, Lord help him!

* * *

To us it seems that the industrial marketer has here not only an *obligation* to those who may want to buy his product—he also has an *opportunity*—the opportunity to speed sales at lower unit cost by *helping buyers buy!*
We've been able to help some clients do this. Like to hear about it?



The Schuyler Hopper Company

12 East 41st Street, New York 17, New York LExington 2-3135

"Ditch-Digging Advertising" that Sells by Helping People Buy

*REG. U. S. PAT. OFF.

50% of the SENIOR OFFICERS OF THE 300 LARGEST COMMERCIAL BANKS regularly read "U.S. News & World Report."

53% of the HEADS OF ALL U.S. LIFE INSURANCE COMPANIES regularly read "U.S. News & World Report."

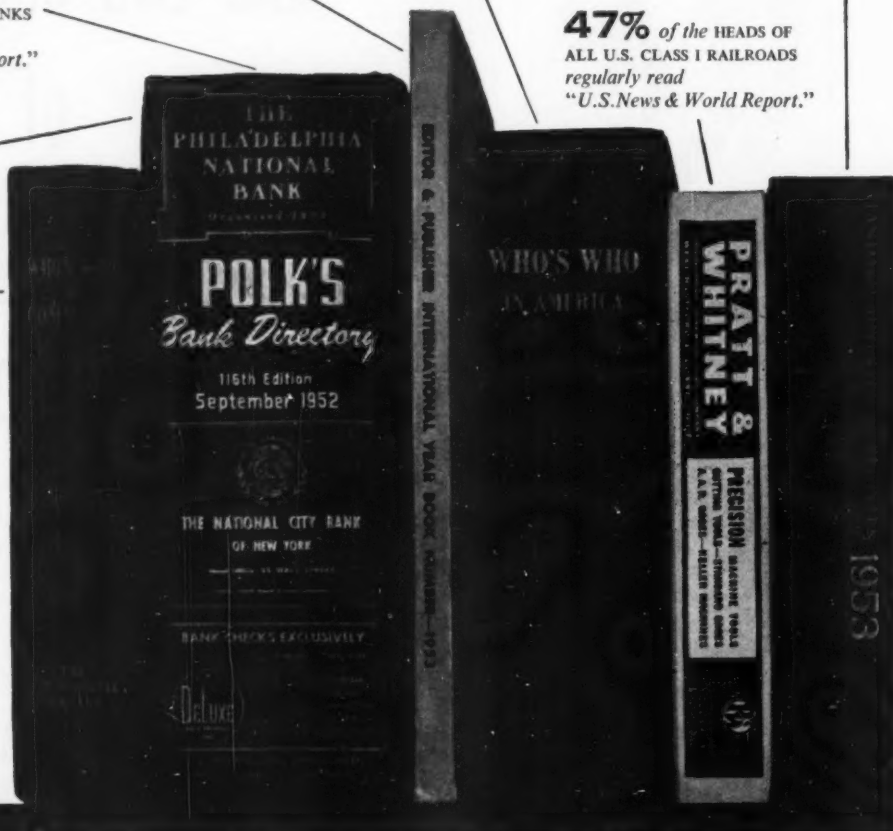
42% of those listed in "WHO'S WHO IN COMMERCE & INDUSTRY" regularly read "U.S. News & World Report."

74% of the EDITORS OF AMERICA'S MAJOR DAILY NEWSPAPERS regularly read "U.S. News & World Report."

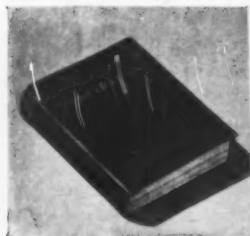
35% of those listed in "WHO'S WHO IN AMERICA" regularly read "U.S. News & World Report."

67% of the PRESIDENTS OF AMERICA'S 100 LEADING NATIONAL ADVERTISERS regularly read "U.S. News & World Report."

47% of the HEADS OF ALL U.S. CLASS I RAILROADS regularly read "U.S. News & World Report."



PENETRATION... PENETRATI



There just isn't room in an ad like this to show you the long lists of *all* the people with important high-income jobs who read "U.S. NEWS & WORLD REPORT."

But we have them.

They're in a big thick book called "Penetration." It lists the names and positions of the people in 50 of America's largest companies who subscribe to "U.S. NEWS & WORLD REPORT."

*Ask to see it.**

You'll be aware of how deeply, how thoroughly, one magazine delivers coverage of the people in

high-income "decision" jobs, at whatever level they may be, throughout American business, industry, government, and the professions.

Marketwise, they're alike. They have a common interest in the essential news because people of such calibre have a big stake in how the news affects their business planning and personal living. And they have the purchasing power and living standards that go hand in hand with their jobs.

In other words, they're the people of income and responsibility who do the deciding and the pace-setting that lead to the orders you're looking for in 1954.

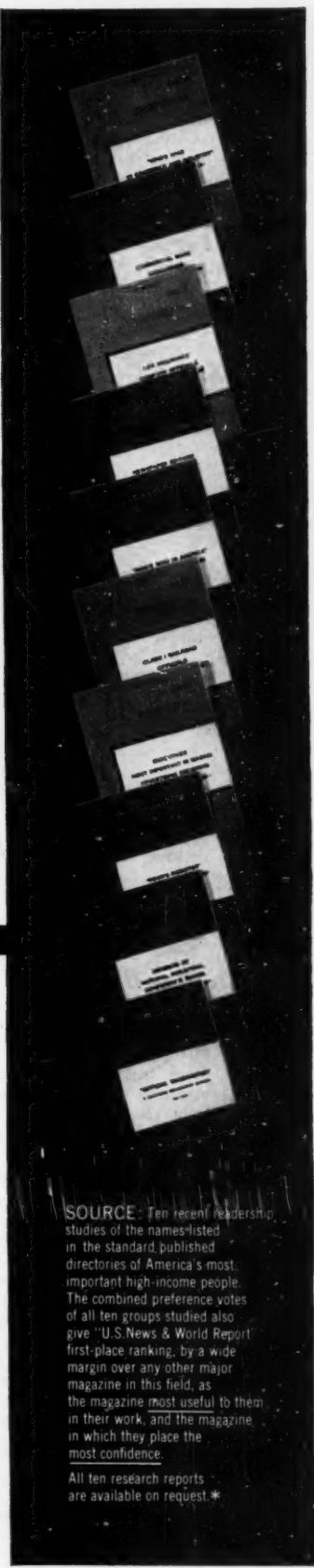
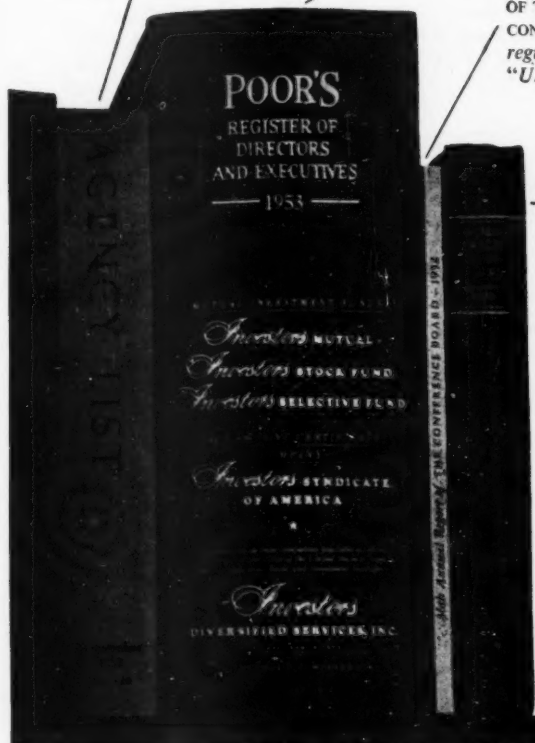
NOW MORE THAN 675,000 NET PAID CIRCULATION — A MARKET NOT DUPLICATED BY ANY OTHER MAGAZINE IN THIS

54% of the PRESIDENTS
OF ADVERTISING AGENCIES
BILLING MORE THAN
\$1 MILLION regularly read
"U.S. News & World Report."

36% of the EXECUTIVES
LISTED IN "POOR'S REGISTER
OF DIRECTORS AND EXECUTIVES"
regularly read
"U.S. News & World Report."

64% of the MEMBERS
OF THE NATIONAL INDUSTRIAL
CONFERENCE BOARD
regularly read
"U.S. News & World Report."

65% of U.S. GOVERN-
MENT OFFICIALS HANDLING
BUSINESS AND INDUSTRY
MATTERS regularly read
"U.S. News & World Report."



ON... PENETRATION



FIELD

FEBRUARY 15, 1954

* Ask to see "Penetration,"
—names and positions of people
in 50 of America's largest
companies who subscribe to
"U.S. News & World Report."
Also ask for the complete
research reports on all ten
recent readership studies
reported here. Call or
write our advertising office
at 30 Rockefeller Plaza,
New York 20, N. Y. Other
advertising offices in Boston,
Philadelphia, Cleveland,
Detroit, Chicago, St. Louis,
San Francisco, and Washington.

SOURCE: Ten recent readership
studies of the names listed
in the standard published
directories of America's most
important high-income people.
The combined preference votes
of all ten groups studied also
give "U.S. News & World Report"
first-place ranking, by a wide
margin over any other major
magazine in this field, as
the magazine most useful to them
in their work, and the magazine
in which they place the
most confidence.

All ten research reports
are available on request.*

doing good sales volume and placing orders and re-orders regularly." The object is to maintain close relations with the retailer, to be in a position to offer any further aid that may be indicated, to help with the training of any new personnel, to provide new sales aids as they are ready, and to find out if volume may be increased.

Advertising lays particular stress on the fact that this is "The World's First *Guaranteed* Luggage."

This feature was brought forcibly to the attention of retailers in September when a telegram went to each

store: "Actual experience of travelers with new Koch Fibreglas luggage is so remarkable that we are revising our 10 national magazine color advertisements scheduled for this fall and winter to feature this guarantee." The repair or replacement offer was quoted.

As soon as the advertising broke the company had special reprints made, utilizing the covers of the magazines in which the advertisements appeared. The *Newsweek* reprint carried a reproduction of a letter signed by Arthur Windett, *News-*

week Advertising Director, directed to the luggage retailer, urging display tie-up for the holiday gift-buying season.

A similar folder with a *Time* cover featured, as the cover photo, The Emporium (San Francisco department store) window display of the luggage. These and a variety of other reprints were made available both to retail customers and prospects. One unusually interesting piece reported a test in which photographs showed the wheels of a car going over the shell of one-half of a Koch Fibreglas case, the caption stating, "The case in this test did not crack or dent."

The selling appeals used in Koch advertisements were pre-tested on consumers by Dr. Ernest Dichter's Institute for Research in Mass Motivations, Inc., before being produced in finished form by the J. J. Weiner Co., San Francisco, Koch's agency.



ARTHUR D. TILTON
New England Sales
Manager for the
Quaker Oats Co.

"WHOLESALE Sales Figures Can Lead You Astray when you're figuring WHEN and HOW MUCH to adver- tise, UNLESS

... unless you know the distribution variations of your local markets. And you can appraise those variations to give the true picture of any single market", says Arthur D. Tilton.

"For example: the Worcester, -Massachusetts market ranks 26th in the United States in Retail Grocery Sales ... yet, because three of the leading grocery chains (First National, Stop & Shop and A & P) with about 75 stores in the Worcester market, have their warehouse and distribution centers outside of the key Worcester area, the wholesale volume of those major chains does not show up in Worcester's wholesale figures.

"So as not to overlook the

full, retail sales potential of the Worcester market when we are planning newspaper advertising campaigns, we always add a proper percentage to our actual wholesale figures to compensate for what the figures don't show."

*Local Level Knowledge Is A
Must For Top Level Advertising
Decisions*

• This advertisement is published in the interests of fuller understanding of the WORCESTER, Massachusetts market, by the Worcester Telegram, The Evening Gazette and the Sunday Telegram. George F. Booth, publisher. Circulation daily, 155,552; Sunday, 103,099.

Promotion Tie-Ins

A tie-in promotion with airlines is in the making. Retail luggage sales personnel are taught: "We believe our best prospect is the person who travels a great deal by air and wants luggage which can withstand the beating it takes in an aircraft baggage compartment." To dramatize this fact, the company has sold T.W.A. on its official Air Hostess O'nite Case in which to carry personal belongings. The cases will remain the property of the airline and since they can be steam-cleaned, will be re-issuable.

Other promotion includes commercials by Arthur Godfrey, who puts in a good word for Fibreglas products of various kinds on his Owens-Corning program.

Results have made news in the luggage industry. Retailers, particularly the larger department stores, have been sufficiently sold on the product to give it display advertising, important window space and large floor displays, as well as to co-operate in the training of their salespeople.

Koch releases no sales figures, but describes the response to the Fibreglas line as "tremendous." The company still turns out both the more traditional types of luggage as well as the Fibreglas line, but Fibreglas "now leads in volume by a long way." Plants are in San Francisco and San Rafael, and a new one, 126,000 square feet in area, will be constructed in Corte Madera, to employ between three and four hundred workers.

The End

**Big Shot
Misfits
Meet the Press**



Mr. Off-the-record



Old "worm-it-out-of-me"



Big-name dropper



Pompous windbag



Cocktails, no news

How Not to Muff a Press Conference

... in Washington, D. C., one of the best spots in the world to launch an idea. But businessmen can easily trip themselves if they are not sensitive to traditional ground rules.

BY JEROME SHOENFELD

When the Democrats ran the Federal Government, there was hardly a week in which some visiting businessman did not meet the press in Washington, D.C. During the first Republican year, they have stayed out of Washington. Major exception: businessmen appointed to government posts. But now with so much legislation on the Congressional schedule, they'll have reason to come back this year.

The Capital is a good press-conference city—for some things. It's perhaps the best city in the world for expounding an idea, for starting or getting into an argument. It's the worst for introducing a product.

As a class, businessmen hold the least effective press conferences. Quite often you can gauge a man's success in business by how badly he handles himself at a press conference. Mistakes recur.

Some businessmen don't distinguish a press conference from a cocktail party. Their arrangements are luxurious: side bars; beautiful girls with canapes; an atmosphere thick with money, in which highly dressed, unctuous press agents who seem to be refining their personalities, go about offering to introduce everybody to Mr. Big in advance of the conference.

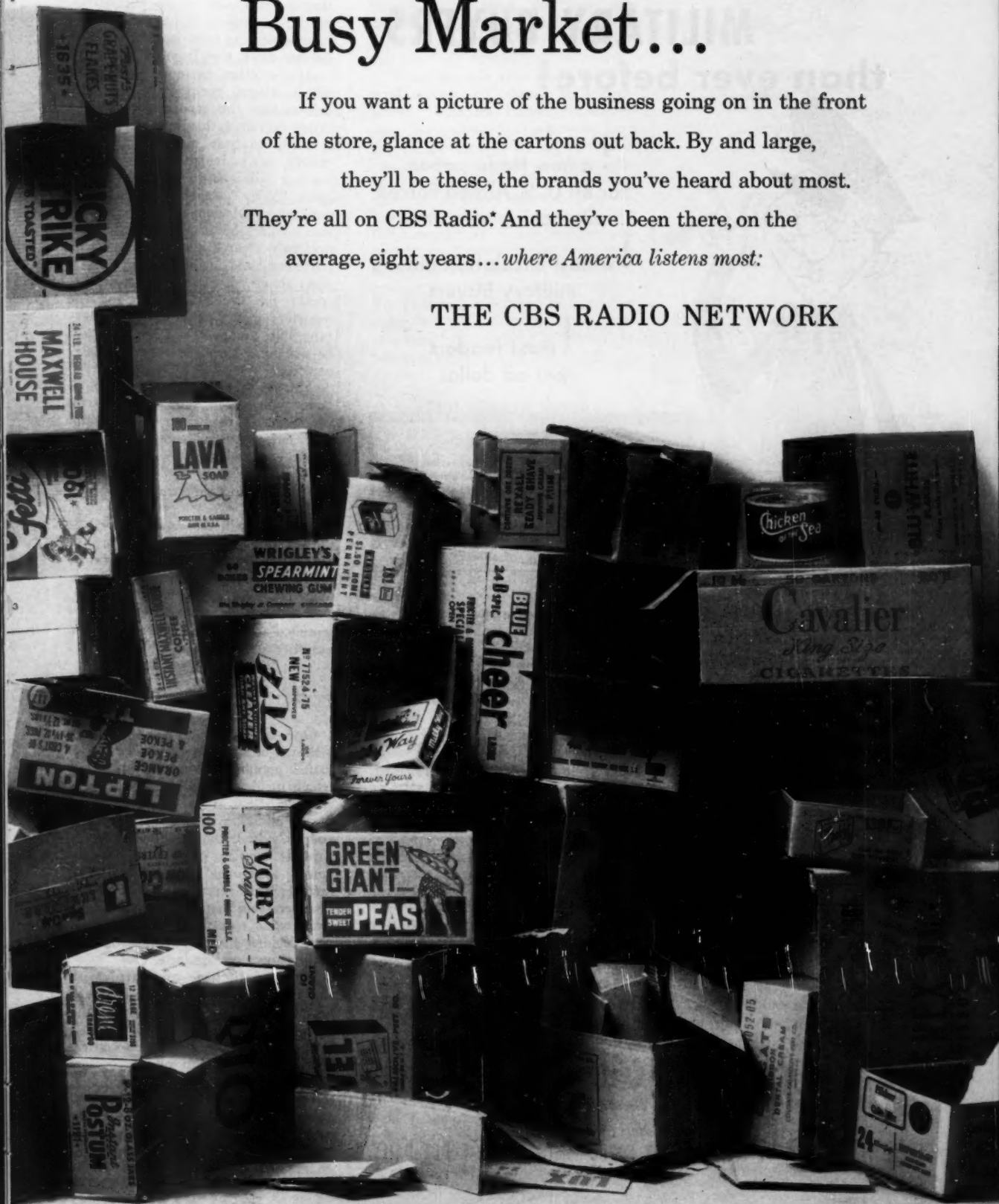
This substitution of entertainment



Busy Market...

If you want a picture of the business going on in the front of the store, glance at the cartons out back. By and large, they'll be these, the brands you've heard about most. They're all on CBS Radio.* And they've been there, on the average, eight years... *where America listens most:*

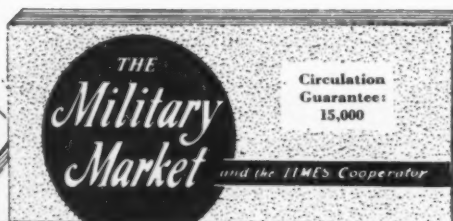
THE CBS RADIO NETWORK



reach more MILITARY BUYERS than ever before!



- ! a new trade paper
for all U. S. Armed Forces
purchasing personnel
- ! widest circulation among
military buyers
- ! most readers
per ad dollar



Here is a new trade paper for procurement officers in the U.S. Armed Forces. Written to insure intensive readership among Service buyers, *The Military Market* is published by the foremost authorities in the military merchandising field, Army Times Publishing Company.

A circulation guarantee of 15,000 per month insures advertisers of the widest readership of any trade paper addressed to this field.

YOUR AD reaches the men who make the buying decisions—procurement officers in the Quartermaster Corps; in Service-operated Commissaries, Exchanges and Ship's Stores; in Officer's Clubs, Open Messes, Service Clubs and special purchasing units—plus Military Sales Representatives. Don't miss this chance to tell your story and present your product to them.

Get rates, sample copies and complete information from nearest office:

NEW YORK: 41 E. 42nd St.

LOS ANGELES: 6399 Wilshire Blvd.

CHICAGO: 203 N. Wabash Ave.

SAN FRANCISCO: Monadnock Bldg.

PHILADELPHIA: R. W. McCarney, 1015 Chestnut St.

Also: **LONDON, FRANKFURT, PARIS, ROME, CASABLANCA, TOKYO**

ARMY TIMES PUBLISHING CO.

3132 M St., N.W., Washington, D. C.

publishers of

ARMY TIMES • NAVY TIMES • AIR FORCE TIMES • AIR FORCE DAILY

for information has several disadvantages. It costs more. If the reporters have no further work to do that day, they'll relax and enjoy themselves, but write nothing, although they may have something to write. If they have further work, they'll go off and do it.

At the other extreme is the man who's stingy, even with the little information the reporters came for. After everybody has been seated and is ready to hear his story, he may tersely, card-advertisement style, introduce himself and ask for questions. "Why," somebody legitimately inquires, "did you call the conference?" Or, he'll read a statement, evidently cleared with the legal department, and in response to questions about what it means, reply, "It speaks for itself." Pressure by the reporters may finally elicit a reluctant "No comment"—a phrase which he obviously cribbed from the daily papers.

This technique is suitable for somebody who's been subpoenaed by an investigating committee or a grand jury and, after the hearing, cornered into an unwelcome conference. But to invite reporters to listen to you and then say nothing arouses unprintable wonder.

You can talk too much as well as too little. There are people who prefer to impress themselves rather than to interest others. Faced by a dozen reporters who seem to be listening, they put on an act, which involves sentence after empty sentence. There are several variations of this style.

The Dying Breed

One, which used to be popular but seems to be dying out, is to be irrelevantly pompous. Simple questions, to which lucid answers are at least conceivable, elicit deep learning in the law, production technology, finance—and nobody bothers to check accuracy. If you're prominent enough, you're sometimes punished by being quoted; that this is punishment you discover from the way friends who've ready your empty comments look at you. Incidentally, the heavy use in the daily papers of "declares" for "says" is supposed to have originated with this specimen, who only "declares" in his pompous way, never "says" anything.

Another variation on press conference wordiness is to offer reporters who seek news inspirational pep-talk. To them, it's wind. They accept wind only from a President, whose every word is taken down; from a political candidate; from a heavy-weight champion; from somebody whose

SALES MANAGEMENT

solid stuff is too technical to follow. Most sentences which start, "The free enterprise system requires . . ." if carried along through predicate and object turn out to be wind.

Between the pompous and the inspirationally windy comes the man who talks as a chamber of commerce handout reads. In what he says, as in such handouts, close attention may discover something worth putting in the paper. Unfortunately, attention lapses.

Sometimes, the man who holds a press conference isn't coherent. He gives his quick, spotty impression on what he's asked about, drops the

Sales Help Wanted

"Selling needs research. We need to find better ways of selling, promoting and using products.

"It's a lot harder job to do today and not enough hands to do it. We have only 10% more salesmen than we had in 1940, yet the volume of goods to sell has increased more than 80%. Putting it another way, there was one salesman for every 14 other workers in 1940; today there is one salesman for 28 other workers—only half as many."
WALTER J. MAYTHEM, Pacific Coast regional manager, Westinghouse Electric.

name of a subordinate to see later on, who knows those things, flits to something else.

Some bubble over with information. They get chatty. They tell the reporters "the real story," the "inside dope"—all "off the record." (This phrase makes them float in joyful self-importance.) Reporters, unfortunately, earn their livings by learning things they can write about. If you want to get something printed, you don't accomplish your mission by saying things too interesting to be published.

The cautions are obvious. They correspond to the age-old warnings to salesmen not to: press so much entertainment on prospects as to flood out attention to the product; evade legitimate questions about the product or answer them too technically to be intelligible; make speeches; waste time with idle gossip.

Once you're facing the reporters,

you tell your story in a straight-forward manner. It's conventional to mimeograph what's known as your "statement". After this has been passed around, you should give the reporters time to scan it before you say anything.

What happens after that won't resemble such TV shows as, for example, "Meet the Press." No moderator recognizes questioners in fixed order; questions may be thrown at you from everywhere without connection. Or, there may be no questions at all—just indifferent stares.

A Washington press conference has a peculiarity, which confuses people facing one for the first time. Every possible kind of publication and newspaperman is represented. You'll notice a muffled but constant struggle by the different kinds, each interested in, forcing attention to, his own angle.

That Slip Is a Quote

Suppose you complain that a proposed tax would cut sales. Wire service men, scenting an impending clash between you and the administration (anyone), will badger you for a clear statement. You may blurt out a broad accusation and be quoted under the headline "Whosis flays Ike!" Business paper reporters will want detail: "Just how did you arrive at your estimated drop, Mr. Whosis?" Correspondents for "back-home" newspapers, who look for local slants, will ask about the Denver or New Orleans market.

The questions jump out at you unpredictably as the reporters in each class attempt to maneuver the discussion wholly to their ground. The relative attention you pay to the different kinds of questions influences what kind of press you'll get.

In this tussle among the reporters, your subject may slip away. The side detail somebody brought up proves more interesting than what you had to say. For example, although you had intended to criticize the Federal Trade Commission's cost accounting you may say something newsworthy about diets; the diet angle becomes the only part of your comments to be reported.

There are two classical defenses. A small clique of friendly reporters can steer a conference back to your basic subject. In advance, you go over the ground with the men representing your home-town press or the business press in your line. Knowing what it is that you want to say, they'll ask appropriate questions when you're be-



**NOW SERVING OVER
251,742* TV HOMES
IN OKLAHOMA!**

January 1, 1954



Affiliated with
THE OKLAHOMA PUBLISHING CO.
The Daily Oklahoman
Oklahoma City Times
The Farmer-Stockman
WKY Radio
Represented by KATZ AGENCY, INC.

ing side-tracked. A press agent can't perform this service: Something in his tone, as distinctive as the voice of a broadcast commercial rallies all good newspapermen to the defense of the irrelevant question.

If your *claque* fails, there's a second line to which you can retire. "That's an interesting question. Let's go over it together after the conference." There may be indignant repetitions from several reporters of the question you're trying to smother. If so, you're licked. Next day's papers will identify you as the man who

doesn't believe in reducing diets instead of as the one who has some advice to give FTC. But people have survived worse misfortunes. You'll just have to master the art of gentle control.

There are some points every press agent knows. You should not be insulted when somebody walks out in the middle of your sentence. It's not that you're a bore (at least, it's not necessarily so) but that the reporter has a deadline.

If you're announcing an important piece of news for that day's paper,

you must organize your statement as a newspaperman organizes his copy. On the theory that few read all he has put down, he gets the substance of his story into his first paragraph. At your conference, there may be reporters who must meet editions. For them, say that most important things first, and fill in detail later.

To make the day's afternoon papers, call a Washington press conference about 10 a.m. A conference at 3 p.m. hits the morning papers and the next day's early afternoon editions. A noon conference is a luncheon at which you're host. They're bad when you're announcing immediate news, better for explaining background. A simple lunch is adequate.

In Washington, late afternoon conferences are worst of all for breaking news. Too many reporters live in the suburbs and have busses or car-pools to catch. If you're going to be in Washington a long time and want to meet the reporters, late afternoon cocktail parties are fine.

Who Will Attend?

How many reporters attend a press conference depends on who you are or what you represent. There are certain people called "names"; editors have gotten used to reporting what they say or do. If you're not a name and your company or trade association is obscure, it's more difficult. Then only what you might have to say will draw the reporters. Your chance is greatest if it's related to something already in the news.

There are three wire services to invite: Associated Press, United Press, International News Service—all of which want invitations about a day in advance. In calling A.P. and U.P., ask to have your announcement put on the ticker, from which most of the correspondents make up their own schedules. Then invite selected papers—those in your own city, the four Washington papers, if you want to influence Congressmen or Government officials, business papers, etc.

If you want to break such news-weeklies as *Time*, *Newsweek*, *Business Week*, *U.S. News & World Report*, send invitations a week ahead and reminders the day before. They'll attend if they expect you to say something that bears on a story in process, or if they hope for an idea to be developed later. *Time* sends a reporter if it suspects you of being a crackpot who'll provide an amusing tid-bit. Kiplinger men go in the hope of meeting people ordinarily hard to reach.

The End



Concentration where it COUNTS!

YOU'VE SEEN a kid tackle an ice cream cone?

SURE, AND YOU know he doesn't fool around about it. He concentrates on the best part first.

SELLING THE vast, rich Los Angeles market requires the same treatment. Experienced advertisers tackle the best part first! And the best part is

the population-packed City and Retail Trading Zone. In it, 74.7 per cent of Southern California's population reside, and in it, 75.9 per cent of all Southern California's retail sales are made. And it's here that the BIG Herald-Express concentrates 92.1 per cent of its more than 300,000 circulation.

Los Angeles Evening

HERALD-EXPRESS

"Largest Daily Circulation in the West's Largest City"

Represented Nationally by Moloney, Regan & Schmitt, Inc.



Everybody knows
where Mount Vernon
can be found...*but*

do prospects know where they can buy your
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There's a sure, economical way to direct
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Trade Mark Service identifies your authorized
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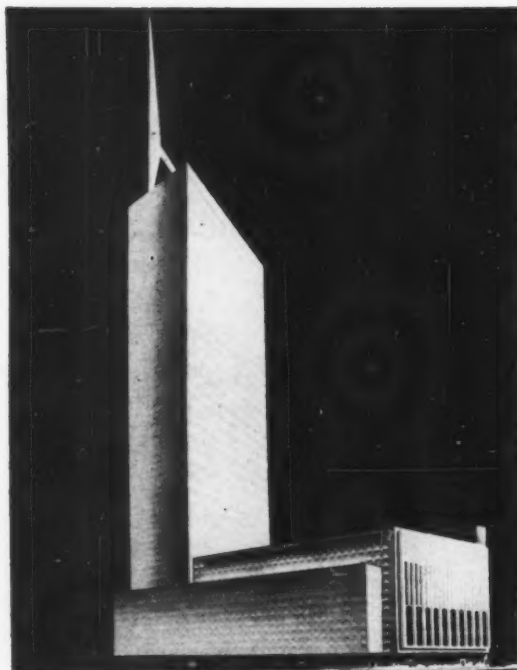
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For further information call the Classified Directory Representative at your local
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DEVELOPERS of Dallas' Republic National Bank Building placed faith in . . .



CLAIMS presented by Sales Manager Bickel for Featherlite concrete.

"Prove and Promote" Persistence Wins Market for Industrial Product

BY MARY K. PIRIE

Where do you start when prospects say, "So you want us to try expanded shale aggregate in place of sand in concrete, but show us a skyscraper built with it!" Answer: you lay spectacular proof of your claims before each buyer.

Yesterday, not one of the Southwest's skyscrapers contained lightweight concrete. All were built with old-style, heavy concrete—supported by lots and lots of costly steel.

Today, into the clear blue southwestern sky soar many structures like Dallas' new 40-story Republic National Bank Building—using all lightweight concrete, and relatively little steel.

For several years, The Featherlite Corp. has carried on a steady, sober, scientifically minded sales promotion campaign. Its purpose: to convince

southwestern architects, engineers, contractors and building financiers, that a lightweight concrete not only reduces construction costs through saving steel—but builds better and stronger skyscrapers.

The new concrete mixes Portland cement, not with heavy sand or gravel particles as in the yesterdays—but with particles of a relatively lightweight material known as expanded shale aggregate. About 65% of the expanded shale aggregate now being processed in Texas is "Featherlite." In a battery of rotary kilns, shale is

heated to approximately 2,300 degrees Fahrenheit, so that it expands and forms a hard clinker. Crushed and graded to various sizes, this is sold to concrete plants under the name "Featherlite."

Expanded shale aggregate had been used throughout the country, to some extent, since about 1916. In 1933 its makings were discovered in Texas through a lucky accident, when someone wanted cinders for a race track being built at Arlington Downs, midway of Dallas and Fort Worth.

Coal fields at Strawn, out in West Texas, had ceased to operate; but there remained large piles of shale, discarded as mining waste. Fire once got started in one of these piles, and burned for a long period. Intense heat bloated the shale into a tough, light, hard clinker—ideal for race track purposes. But the geologist's eye of Jack Frost, West Texas oilman, saw more than that. Frost saw

ON THE TRAIL OF FAT...



SALES?

... then **EDMONTON**
is your **GOAL**

The capital city of Alberta, EDMONTON is Canada's fastest growing market.

Few, if any, places offer such a diversification of industrial endeavor—or such quantities of essential raw materials for today's modern—manufacturing methods. Where nothing stood but a few years ago have arisen three of Canada's largest oil refineries. Through huge oil pipe lines pulses the rich life-blood of our machine and chemical age—oils traversing half-way across Canada to oil-hungry markets. The start of a vast petro-chemical industry is no longer conjecture . . . but an actuality . . . with a 55-million dollar plant producing nylon yarn for a wide range of fabrics and textiles, and many by-products for other industries. Already 50 new industries have located in this fast growing market. And the remarkable fact is that Edmonton nestles in the centre of a rich, healthy, productive agricultural area, in itself an 800-million dollar industrial giant.

The Edmonton of today is a vibrant new Edmonton—entering a new stage of manufacturing activity soundly based on vast reserves of raw materials and a well-established distribution centre.

Latest figures released show that Edmonton's average weekly pay envelope is \$58.98. High Employment at High Pay Means There's Big Business in Edmonton!

For full particulars of this prosperous market please communicate with our representatives, Conklin and Woodward, 22 East 40th Street, New York 16, N. Y. or any of their branches at Detroit, Chicago, Atlanta, Los Angeles and San Francisco.



The 7 Southam Newspapers

The Ottawa Citizen
The Hamilton Spectator
The Winnipeg Tribune
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The Edmonton Journal
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THE EDMONTON JOURNAL
ONE OF THE SEVEN SOUTHAM NEWSPAPERS

THIS *FREE* BOOKLET CAN HELP YOUR BUSINESS



Profitable uses for View-Master 3-dimension color pictures in business are almost limitless. Since 1939 hundreds of companies have used View-Master stereo color pictures with spectacular results. The new simple-to-operate View-Master Personal Stereo Camera now makes it possible for small as well as large companies to use this highly effective selling medium... at very low cost. The 24-page booklet pictured above tells how companies of all types and sizes utilize stereo pictures in their business. Write for this valuable booklet and sample 3-D picture Reel... they may suggest a profitable application in your business.

THE NEW VIEW-MASTER *Personal* STEREO CAMERA

A BUSINESS INVESTMENT
THAT BRINGS EXTRA DIVIDENDS
IN PERSONAL ENJOYMENT



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Portland, Oregon

SAWYER'S Inc., DEPT. BSM PORTLAND 7, OREGON
PLEASE send your free booklet "112 Ways to Use 3-D
Pictures for Profit" and sample 3-D picture Reel to:

Company Name _____
Address _____
City _____ Zone _____ State _____
Attention of _____
Position _____

that the clinker thus accidentally produced, crudely approximated expanded shale aggregate. Here at Strawn outcropped a great deposit of superior shale, ready for processing into an exceptionally light, strong aggregate!

In 1946, Frost and his associates organized The Featherlite Corp. with Frost as president, and opened, at Strawn, the Southwest's first plant for processing expanded shale aggregate. Competitors have since opened several Texas plants; and recently Featherlite, consolidating with two other producers, took over plants at Ranger and San Antonio, Texas. (The Featherlite Corp. still has Jack Frost as president. George Bickel is engineer and sales manager. Executive headquarters, formerly at Dallas, now are at Austin, Tex.)

First sales promotion kept its feet on the ground: skyscraper use of "Featherlite" was then hardly even contemplated. Early sales were largely to plants making concrete units for building purposes. The company had to overcome some difficult sales obstacles. Biggest one was (and is) the competition of the sand and gravel industry.

Most concrete plants could handle "Featherlite" with their regular equipment, and without giving their workmen special training. However, because of its expensive annealing process, in some areas "Featherlite" cost more than the sand or gravel it replaced. Selling problem: to convince concrete companies that with "Featherlite" they'd make more money by turning out more salable products.

Light and Fast

Biggest selling point was, and is, that "Featherlite" reduces the weight of concrete 1/3 to 1/2—makes lighter units which can be installed in a building more quickly, by fewer men. A "Featherlite" concrete wall block takes the place of about 12 old-style bricks, weighs 55% less, can be installed in a fraction of the time. Two men can easily handle a 2' x 10' precast roof slab or floor slab of lightweight concrete. A 12-man crew has been known to install 14,000 square feet of roof, per day. And a 50% labor saving can be effected by using precast tilt-up walls—which, properly installed, have proved more permanent, more resistant of storms and other destructive factors, than walls of brick or heavy concrete. An 8" concrete block wall can be built at one-fifth the labor cost of an 8" brick wall.

Due to initial higher cost of "Featherlite," the concrete company necessarily charges the contractor slightly more for lightweight units. But labor saving effects overall economy, and construction is much speedier.

From the beginning, the company realized that it must sell "Featherlite's" advantages to all those interested in construction. Executives spent much time personally contacting not only their immediate customers, the concrete plants—but also contractors, and the architects and engineers whose recommendations were all-important. Presently we'll see that sales promotion included even ultimate consumers.

Talk "Test"

"Featherlite" operations always have been based solidly on laboratory tests. Before Frost put a penny into the Strawn plant, tests by independent laboratories, the U.S. Bureau of Mines and the American Society for Testing Materials, showed that Strawn shale would produce high-grade lightweight aggregate. Such tests provided excellent talking points.

Another talking point was that expanded shale aggregate—brand-new to Texas—already had proved itself elsewhere. To be sure, the processing of this aggregate, though "born" some 30 years earlier, in point of growth had remained an infant industry. (Its real growth began after patent on the process expired about 1945.) But expanded shale aggregate had been used to some degree in other states: "Featherlite" executives could cite success stories, and show pictures of structures built with the new aggregate.

In 1949 The Featherlite Corp. began to issue *Featherlite Facts*. Prepared under Alex Mickle's direction by Russ Jurgens Advertising Agency of Dallas, this was mailed periodically to architects, engineers, contractors, and business leaders who might finance large-scale construction. *Facts* quoted reports of laboratory tests proving "Featherlite's" dependability, and gave picture-and-copy case histories of its use on important construction jobs. Each issue of the publication found new ways to dramatize "Featherlite's" principal selling points: strength, fireproof safety, permanence, and insulation.

—Greater permanence of concrete made with "Featherlite." It shows no rusting and virtually no other deterioration.

what SHOULD it cost an industrial manufacturer to get orders?

This summary of a recent study by the Sales Executives Club of New York can help you estimate what your costs should be.

Summary of Sales Executives Club survey of order costs

Questions	Average orders per 100 calls	Cost of 100 calls at \$17.24*	Average cost per order
In your opinion, out of every 100 cold calls made by your sales force, how many orders do you get?	9.2	\$1,724	\$187.39
In your opinion, out of every 100 calls made by following up an inquiry from your publication advertising, how many orders do you get?	16.0	\$1,724	\$107.75
In your opinion, out of every 100 calls made after your prospect or customer has studied your catalog and invited your salesman to call, how many orders do you get?	38.4	\$1,724	\$ 44.89

*\$17.24 . . . the average cost per sales call reported in the survey.

These averages tell the story—relatively low number of sales per 100 calls made *cold*; many more when calls are made on *ad leads*; and another big jump of sales per 100 calls made after the prospect has studied your *catalog*. Naturally, the cost per order goes down proportionately.

Despite the obvious importance of the role catalogs play in the reduction of order costs, there is no intention on the part of the Sales Executives Club, or Sweet's, to imply that catalogs are more important than advertising or personal selling. Good coordination of all three is essential to the reduction of order costs.

Sweet's is in the business of helping manufacturers' salesmen get more *invitations* to call. The Sweet's district manager near you will be glad to show you how 1,550 manufacturers use Sweet's services in this connection.

Or check the coupon for one or all of the free booklets which deal with the catalog proce-

dures that amplifies the power of industrial advertising and selling.

"The easier you make it for people to buy your products, the easier they are to sell!"



Sweet's Catalog Service

Division of F. W. Dodge Corporation

Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

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Atlanta • Boston • Buffalo • Chicago • Cincinnati • Cleveland
Dallas • Detroit • Los Angeles • Philadelphia • Pittsburgh
St. Louis • San Francisco

- ☐ Free booklet, "Some New Data on the Cost of Producing Orders in Industrial Markets" (from the Sales Executives Club study).
- ☐ Free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure."
- ☐ Free booklet, "The Need for Printed Product Information in Industrial Buying," summarizes one phase of the NIAA Study.
- ☐ Please have your district manager show me how industrial marketers get more orders through improved catalog procedure.

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● Here are the scientific selling methods you need to get impressive results in today's changing markets. 30 full sections cover—market research; distribution; industrial marketing; advertising; media; packaging; pricing; sales promotion; organization; public relations; budgets; storage and warehousing, etc.

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THE RONALD PRESS COMPANY
15 East 26th St., New York 10

—**Fireproof safety.** Since any elements which could burn are burned out during "Featherlite" processing, the concrete is completely fireproof.

—**Better insulation.** Millions of dead air cells—a by-product of expansion-by-heat processing—give several times better insulation against heat and cold, and several times better soundproofing.

Besides constantly keeping these selling points before the building industry, "Featherlite" was alert to seize opportunities for presenting them to the general public. When a masonry-units manufacturer (the Conotex Co.) opened an Abilene, Tex., plant which would use "Featherlite," *The Abilene Reporter-News* printed a special section. "Featherlite's" sales promotion department at Dallas sent a full-page advertisement and a plentiful supply of news stories. In readable, science-for-the-layman fashion, these articles told the story of "Featherlite", and its many advantages for modern lightweight construction.

In November, 1950, the Texas Society of Architects, convening in Dallas, for the first time chose as a principal topic: "Lightweight Construction." Featherlite's advertisement in *The Dallas Morning News* congratulated the architects on their choice of topic—and added, "We feel it is particularly appropriate that this seminar should take place in Dallas, headquarters of the first southern firm to produce Expanded Shale Aggregate."

Publicity Is Sound

In January, 1951, *The Daily Times-Herald* of Dallas ran a special section when Wamix, Inc., large users of "Featherlite," opened a new concrete-mixing plant. "Featherlite" supplied news stories dramatizing its highly technical product to the public, and ran a full-page advertisement. This was long-range sales promotion. No one thought such publicity would cause prospective builders to grab a telephone and demand "Featherlite"—but it was felt that architects' and engineers' recommendations of the new light concrete, would meet with less sales resistance because some groundwork of familiarity had been laid in the consumer's mind.

Also directed toward the ultimate consumer, full-page advertisements appeared regularly, 1949 through 1952, in *Dallas*, monthly Chamber of Commerce publication read by the city's business leaders. These adver-

tisements cited and illustrated important construction jobs using "Featherlite."

"Featherlite" advertising evidently has carried a cumulative weight of conviction: few builders argued, when architects and engineers proposed using the new product.

Then as now, when an advertisement publicized "Featherlite's" use in an important construction job, it also prominently mentioned the architect, the engineer, the contractor, and the concrete company. "Such 'recognition' advertising helps our customers," says George Bickel, "Featherlite's" sales manager. "And it promotes good-will valuable in our future contacts."

Up Went Curve

Sales gained slowly but steadily. By 1949 the company could point to many structures like the Masonic Grand Lodge Memorial Temple at Waco, Texas—which used over 15,000 "Featherlite" expanded shale concrete masonry units, and insulated its roof with 2 carloads of "Featherlite" expanded shale roof fill. But in 1950 executives decided they must push for a big sales increase. Then as now, many uses of the product were unexploited. In 1950, the unexploited use to which the company gave most serious thought, was for building skyscrapers.

Executives became convinced that multi-story structures—going up with increasing frequency in the Southwest—held the brightest hope for a substantial sales gain. One skyscraper would use more concrete than many smaller buildings! And "Featherlite" was a natural for multi-story structures.

When concrete is made with "Featherlite," a building's framework has 30% to 40% less "dead load" to support—and the framework requires correspondingly less steel. In 1950 this was a timely selling point.

The company set about convincing southwestern architects, engineers, contractors and building-financiers, that "Featherlite" made concrete strong enough even for skyscrapers. Fortunately, in May, 1949, the National Bureau of Standards had published a report which gave expanded shale aggregates a high rating for "crushing strength" and endurance—and declared such aggregates well suited for the structural concrete of multi-story buildings.

These findings furnished the company with a big talking point in its campaign to get "Featherlite" into skyscrapers. "Featherlite" advertising



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"It still
comes out
7 BILLION"



No matter how you figure it, the amount of money the men and women in the U. S. Armed Forces have to spend, largely on the consumer market, is over 7 billion dollars. If you want to learn the easy way to do business in this specialized field contact our nearest representative. He can show you the direct way to sell Service families.

Army Times, Navy Times, Air Force Times, the great Service weeklies, and Air Force Daily, the dynamic new European edition can establish your product with these young buyers who will carry their brand preference into civilian life.

NEW! EUROPEAN AIR FORCE DAILY

Published from London 5 days weekly. Circulation parallels Air Force Exchange System abroad.

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- Lowest Cost Per 1000 Readers
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began to include the multi-story theme.

But "Featherlite" for multi-story use, proved extremely hard to sell. Much as they wanted to save steel, Texas architects, engineers and contractors felt dubious. "It was all very well to tell them that expanded shale aggregate was being used in multi-story buildings elsewhere," says George Bickel. "It was all very well to show pictures of such structures, or to quote laboratory reports which proved that this aggregate made concrete as strong as the old, heavy variety. Everybody asked us, 'Where

have you had a skyscraper job poured, down South?' And we hadn't!

"In 1950 I lived with my briefcase under my arm," Bickel recalls. "From office to office I went—talking, talking, talking, the dependability of 'Featherlite' and the steel saving it would effect in a skyscraper.

"That first sale was hard to make!"

But in January, 1951, *The Daily Times-Herald* of Dallas, carried "Featherlite's" full-page advertisement announcing that five new multi-story Dallas buildings would use concrete mixed with expanded shale

An SM Reader Saw this . . .

Schenley Distributors, Inc.				MARKETING LETTER		CONFIDENTIAL	
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How Schenley Obtains Market Data from Field

The 25th of each month is "Marketing Letter" day for Schenley Distributors, Inc. managers.

On that date each manager writes to his boss about the condition of the market in his area. Each letter contains his views on 10 points.

The result: Schenley Distributors' divisional and top brass hear the views of their principal lieutenants on everything affecting the short and long-term place of Schenley in the market.

Now See How This "Consumer" Idea Works for an Industrial

"How Schenley Obtains Market Data from Field" appeared in SALES MANAGEMENT, January 15, 1953, page 60. It caught the eye of A. N. Haas, president, Bud Radio, Inc., Cleveland, manufacturer of radio parts. Now through his variation of the Schenley market letter form he conducts "Monthly Sales Conferences" by mail with his manufacturers' agents.

"Since I have been utilizing this form," says Haas, "my response from my representatives has varied between 60 and 80%. This is the best that I have ever been able to get from them.

"Bear in mind that I deal with . . . independent businessmen, and who carry many more lines beside mine. It is very difficult to get these gentlemen to answer any type of correspondence on a periodic basis that amounts to contact reports."

aggregate. "If on the original contract we can get a specification of expanded shale aggregate," says Bickel, "usually 'Featherlite's' economy and other special advantages, result in our products being chosen."

Today, every multi-story building under contract or under construction in Dallas, carries a specification of concrete made with expanded shale aggregate. "This results from our competitor's salesmanship as well as ours," remarks Bickel. "Above all, it results from expanded shale aggregate performance."

About 20% of "Featherlite's" present daily production of over 1,000 cubic yards, goes into buildings of 4 to 50 stories. Two-thirds of the company's volume is shipped within Texas; the rest goes to nearby points in Arkansas and Oklahoma. (Even lightweight aggregate cannot be shipped long distances, economically.)

Adds 3-D Aid

Bickel still carries his briefcase a lot. Plus, these days, a David White Stereo-Realist Viewer for showing 3-dimensional color slides of tall buildings which use "Featherlite." "Slides have far greater realism and selling appeal than printed pictures," comments Bickel. He spends most of his time talking to architects, engineers and contractors in principal cities of Texas, Arkansas and Oklahoma. Five other executives make frequent sales contacts. Part-time selling help is given by personnel of three West Texas block plants affiliated with The Featherlite Corporation. And plans are under way to hire several engineers who will sell full-time.

Present advertising is directed largely toward architects, engineers and contractors. "Featherlite" runs full-page advertisements, periodically, in *Texas Architect* and *The Texas Professional Engineer*.

Since 1951 "Featherlite" has sponsored an annual contest for students in Texas' five schools of architecture. "Featherlite" provides the award money—\$2,500 for 1953—and the Texas Society of Architects handles contest, deciding subject and judging entries. The company ties no strings to its sponsorship, but students usually specify the use of "Featherlite" concrete or concrete products in their contest projects.

It's fine to get the name "Featherlite" before Texas' future architects, because the company believes that life has just begun, for its product.

The End

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In the ten-year period from 1942 to 1952, the Louisville Courier-Journal Sunday Magazine grew in advertising lines from 350,000 lines annually to 1,500,000. This growth was even above the high average for all the national supplements. Nearest in line growth comparison is This Week—from 400,000 lines in 1942 to 650,000 in 1952.

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IN THE SALES WORLD**

New York Journal-American . . .

Charles L. Goul to advertising director; Perry L. Rosenberg to retail advertising manager.

General Mills, Inc. . . .

E. H. (Andy) Andreson, to director, grocery products sales; Walter R. Barry to v-p in charge of grocery products sales.

Minneapolis Star and Tribune . . .

Otto A. Silha to the newly-created post of business manager.

Raytheon Manufacturing Co. . . .

John H. Kelly to general sales manager, from supervisor of regions and assistant to the executive v-p, Eureka Williams Corp.

Colgate-Palmolive Co. . . .

George C. Holloway to manager, Military Sales Division from managerial status. Lustre-Creme shampoo sales in deep South.

Park & Tilford Distillers Corp. . . .

Stanley Morton Finkel to v-p in charge of advertising and marketing research, a new post.

Hitemp Wires, Inc. . . .

George D. Newman, Jr. to general sales manager. He's been with Minnesota Mining and Manufacturing Co. for a decade.

Northam Warren Corp. . . .

John M. Volkhardt to director of sales and merchandising, from merchandising manager.

Air Associates, Inc. . . .

Charles A. Sereno to v-p and general sales manager, Electronic and Mechanical Products Division, from chief engineer.

Worthington Corp. . . .

John J. Jirasek to sales manager of new Southeastern Regional Sales Organization.

CBS-Hytron . . .

Charles F. Stromeyer to president from executive v-p. CBS-Hytron is the tube manufacturing division.

**Westinghouse Electric Appliance
Division . . .**

J. R. Clemens as major appliance advertising manager.

Armstrong Cork Co. . . .

K. R. Stephenson to manager, linoleum sales, Floor Division, from assistant general sales manager.

Seiberling Rubber Co. . . .

J. A. Fouche to assistant general sales manager from manager of advertising and merchandising.

Philco Corp. . . .

Raymond A. Rich to v-p and general manager, Refrigeration Division, from v-p supervising development of major appliances.

Ekco Products Co. . . .

William J. Stahl to sales manager, Specialized Sales Division, from assistant sales manager.

Bankers Life & Casualty Co. . . .

Francis E. Sammons, Jr. to agency director in charge of all commercial sales.

Whirlpool Corp. . . .

Robert J. Criddle to sales manager, Builder Division, from sales manager Defense Contracts Division.

Eaton Manufacturing Co. . . .

R. E. Fisher becomes v-p in charge of sales for the corporation.

Milprint, Inc. . . .

Joseph O'Brien gets sales supervisory post for New England Division.

Robert Gair Company, Inc. . . .

Henceforward, Jorgen O. Pedersen will be sm for soft drink carriers, working out of New York and Chicago offices.

Dr. L. D. LeGear Medicine Co. . . .

D. H. LeGear, D.V.M., elected to presidency of the 61-year-old St. Louis concern. He's been v-p and gm for the past four years.

**Minneapolis-Honeywell Regulator
Co. . . .**

William B. Barnard becomes assistant sm, Transportation Division, headquarters in Minneapolis.

F. J. Stokes Machine Co. . . .

Alan A. Hutchings, formerly company sm, gets new, higher post of v-p in charge of sales for all products.

Borg-Warner Corp. . . .

John Drake, previously director of marketing for Norge Division, now holds director of market research title and heads the corporation's newly created market research department.

Read What **RHEEM** Does to Help Solve Your Shipping Problems!

Rheem sets the standard for the entire steel container industry

by taking care in preparing its steel for

fabrication. Rheem provides clean, long-lasting drums.

Every minute particle of oxide "scale" is removed by Rheem shot-blasting, stopping rust and corrosion for years of dependable service.



Clean! After steel sheet is rinsed, even a white handkerchief can't find a trace of soil or contamination.

ATTENTION SHIPPERS!

Rheem has a complete line of special drum linings for a variety of products. But if your product requires a unique lining, Rheem will develop it for you. Each of Rheem's seven strategically-located container plants has complete laboratory facilities. Expert chemical engineers who have solved container problems for many of America's largest shippers will help you. Call or wire the office nearest you!



RHEEM DRUMS ARE CLEANER!

Shot-blasting process removes troublesome oxide "scale" from both sides of each steel sheet and leaves a clean, oxide-free surface. Then each sheet is rolled and leveled to insure a smooth, even surface necessary for precision roller-coating. Next, detergents, scalding water and revolving brushes scrub it clean. After rinsing and drying, the sheet is ready for further treatment.

RHEEM DRUMS LAST LONGER!

Once clean, each sheet is treated on both sides with a patented phosphoric compound to inhibit rusting. This is one more important step in Rheem's careful preparation of its steel to insure uniform adherence of the drum lining. This also makes it possible for Rheem Drums to withstand long periods of weathering. Finally, when required, special coatings are roller-applied and baked on to produce a tough, durable finish that protects your product from contamination.



Free Folder! Write today to the nearest Rheem Manufacturing Office listed below for your free copy of informative folder on Rheem Drums.

Rheem Manufacturing Company

**World's Largest Manufacturer
of Steel Shipping Containers**

RICHMOND, CALIFORNIA • SOUTH GATE, CALIFORNIA • HOUSTON, TEXAS • CHICAGO, ILLINOIS
NEW YORK, NEW YORK • NEW ORLEANS, LOUISIANA • LINDEN, NEW JERSEY • SPARROWS POINT, MARYLAND



Five words our writers always
keep in mind are these:

Get to the selling point!

Young & Rubicam, Inc.

ADVERTISING • NEW YORK CHICAGO DETROIT
SAN FRANCISCO LOS ANGELES HOLLYWOOD
MONTREAL TORONTO MEXICO CITY LONDON

MARKETING PICTOGRAPHS

Planned by

Philip Salisbury Editor

Visualized and Designed
by Hile-Damroth, Inc.

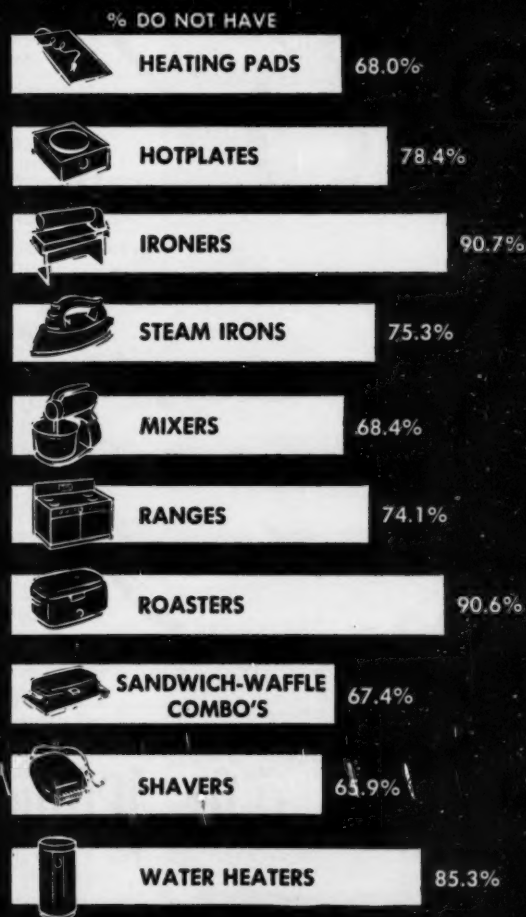
THE MARKET FOR PLUG-IN'S

(IT'S MOSTLY UN-PLUGGED)

Consider as a prospect for the purchase of electrical appliances any adult who regularly receives a Please Remit from the power company. While most of us are power customers, few of us have bought one or more of the 21 plug-in appliances illustrated here.

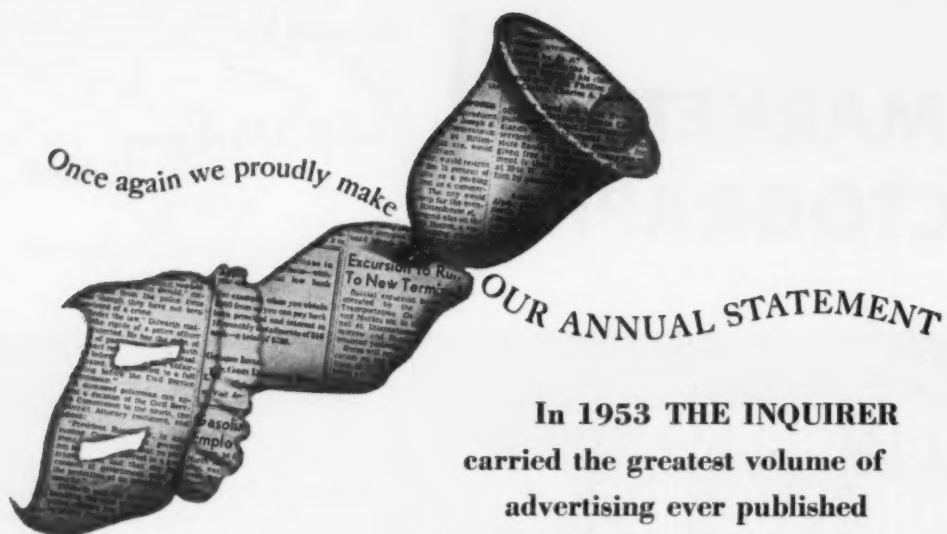
Of 43,580,000 domestic and farm wired homes...

THE MARKET FOR PLUG-INS 2-15-54



PICTOGRAPH BY
Sales Management
2-15-54

Source: Electrical Merchandising,
Index of Saturation, Jan. 1, 1954

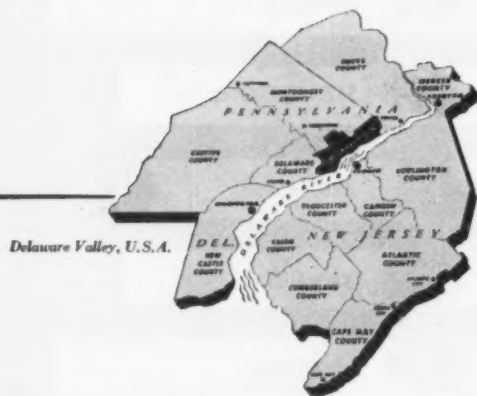


In 1953 THE INQUIRER
carried the greatest volume of
advertising ever published
by any Philadelphia newspaper...

38,250,000

LINES

while the 2nd paper showed
a loss for that year



Only one newspaper in Delaware Valley, U.S.A. has
kept pace with the great growth of this area...

Gains in 1953... 1952... 1951
—for THE INQUIRER... in contrast to losses in these same years for Philadelphia's 2nd newspaper! Dramatic evidence of how THE INQUIRER has matched strides with Delaware Valley's great growth.

For THE INQUIRER is the very
Voice of the Valley... inten-

sively covering every part of this
vital and expanding region. Here
THE INQUIRER is the first news-
paper in every major advertising
classification—Retail, National,
Classified and Total Advertising.

Be sure THE INQUIRER heads
your schedule in Delaware
Valley, U.S.A.

The Philadelphia Inquirer

The Voice of Delaware Valley, U.S.A.

Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
GEORGE S. DIX
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK & CHAMBERLIN
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK & CHAMBERLIN
1127 Wilshire Boulevard
Michigan 0259

SALES MANAGEMENT

WHICH WAY'S CINCINNATI?

The question is jocose. Distributing grocery products nationally, you know where Cincinnati is. But can you beat the competition of Cincinnati's regional brands? Or any regional food product brand?

Before you answer "yes," reach for a marketing text and look up the difference between the words "penetration" and "saturation." Then see how far these strictly national grocery products miss 100% distribution in 15 cities where in-store interviews were conducted—in all types and all sizes of grocery outlets.

Percentage of distribution shown represents all stores in each city.

% DISTRIBUTION		PRODUCT	LOW	
	HIGH			
98%	SAN FRANCISCO	BAKED BEANS Van Camps	15%	NEW YORK
96%	EL PASO	CEREALS (cold) Post 40% Bran Flakes	40%	CLEVELAND
96%	EL PASO	CEREALS (hot) Cream of Wheat	13%	CLEVELAND
96%	ALBUQUERQUE	FROZEN FOODS Snow Crop	3%	SAN FRANCISCO
96%	EL PASO	LUNCHEON MEATS Spam (Hormel)	53%	CINCINNATI
100%	EVANSVILLE	MILK (canned & powdered) Pet	65%	CLEVELAND
88%	SAN FRANCISCO	PEANUT BUTTER Skippy	1%	INDIANAPOLIS
83%	PITTSBURGH	SOUP (canned) Heinz	40%	CLEVELAND
80%	FT. WORTH	TUNA (canned) Star Kist	3%	NEW YORK
100%	ALBUQUERQUE, EL PASO	FLOUR (all-purpose) Gold Medal	54%	KNOXVILLE
95%	MEMPHIS	FLOUR (prepared mixes) Swansdown Cake	5%	COLUMBUS
96%	COLUMBUS	SHORTENING Spry	36%	KNOXVILLE
99%	PITTSBURGH	CATSUP Heinz	50%	DENVER
96%	ALBUQUERQUE, DENVER, HOUSTON, KNOXVILLE	MAYONNAISE Kraft	53%	PITTSBURGH
62%	EL PASO	MEAT SAUCES Ac'cent	4%	NEW YORK
100%	EL PASO, FT. WORTH	SALT Morton's	30%	NEW YORK
92%	EL PASO	SYRUP Vermont Maid	15%	CINCINNATI
91%	COLUMBUS	COFFEE (instant) Borden's	57%	EVANSVILLE
96%	ALBUQUERQUE	COFFEE (regular) Folger's	1%	CLEVELAND
99%	FT. WORTH, NEW YORK	SOAP (laundry bar) Ivory	76%	PITTSBURGH
100%	COLUMBUS	SOAP (packaged) Oxydol	6%	CINCINNATI
67%	HOUSTON	SOAP (DETERGENTS) Super Suds	1%	SAN FRANCISCO
96%	EL PASO	WAXES & POLISHES Johnson's Glo-Coat	7%	NEW YORK
100%	ALBUQUERQUE, EL PASO	FACIAL TISSUES Kleenex	48%	CINCINNATI

BUG BUGABOO — No flying saucer fugitive here! It's part of a course run by Pest Control, Ltd. for Asian crop specialists under Britain's Colombo Plan. With all expenses paid by English contribution, aim is teaching basic crop protection methods adaptable to Asiatic countries. And besides improving East-West relations, it's spreading knowledge that pays off in bigger world markets for agricultural chemicals.



bug bugaboo, bayou bonanza, pulp mill pulpit,

ALERT MANAGEMENT in this instance is General Aniline Works' Dr. Jesse Werner, Director of Commercial Development in this Division of General Aniline and Film Corporation. Seeking wider markets and big volume output, his team of marketing experts has done much to back up the research that's brought acetylene chemicals to the threshold of commercial maturity. "My opinion of CW?" asks Werner. "A real sourcebook for chemical marketers . . . newsy, up-to-the-minute, analytical, concise, informative . . . its dollar-and-cents appeal is made to order for the businessman."



BAYOU BONANZA: Looks like a good chemical climate down along the Mississippi—18 process plants, expanding \$127 million worth in '53, are making Baton Rouge the South's fastest-growing city. At this rate, it's no wonder population near-quadrupled within 10 years. And with this kind of building going on all over, it's no wonder the CPI is the nation's top expansion market. Total capital spending last year now estimated at \$6.5 billion.



PULP MILL PULPIT is the scene of non-denominational services for employees at Champion Paper's Houston, Texas, plant. The company chapel is equipped with pulpit and arm-type desks that permit worshippers to eat lunch and listen simultaneously. Champion says congregations are large, the idea's gone over big with local ministers. It's another example of industrial esprit de corps that's made chemical processing's labor record one of the best in the nation.

Prospects are limitless in the Chemical Process Industries for better products, more volume of output and wider distribution . . . for new plant construction, equipment, materials and services. It's a teeming, great-growth market, constantly increasing capacity and consuming more than a third of all manufacturing's total for power, fuels and energy. And in this atmosphere of progress, **CHEMICAL WEEK** gives management the outlook that helps put their profit-making plans in action.

Sharply focused on events with dollar implications, **CHEMICAL WEEK** is headquarters for business news of the market. Factual, authoritative and far-reaching in influence, it cuts deeply across all the buying layers of management . . . in research and development, in production and engineering . . . in administration and distribution. That's why so many advertisers find it indispensable to sales. From laboratory to plant to front office . . . **CHEMICAL WEEK** is process management's own magazine.

alert management, and . . . **Chemical Week**

in the chemical process industries . . . it's management's own magazine

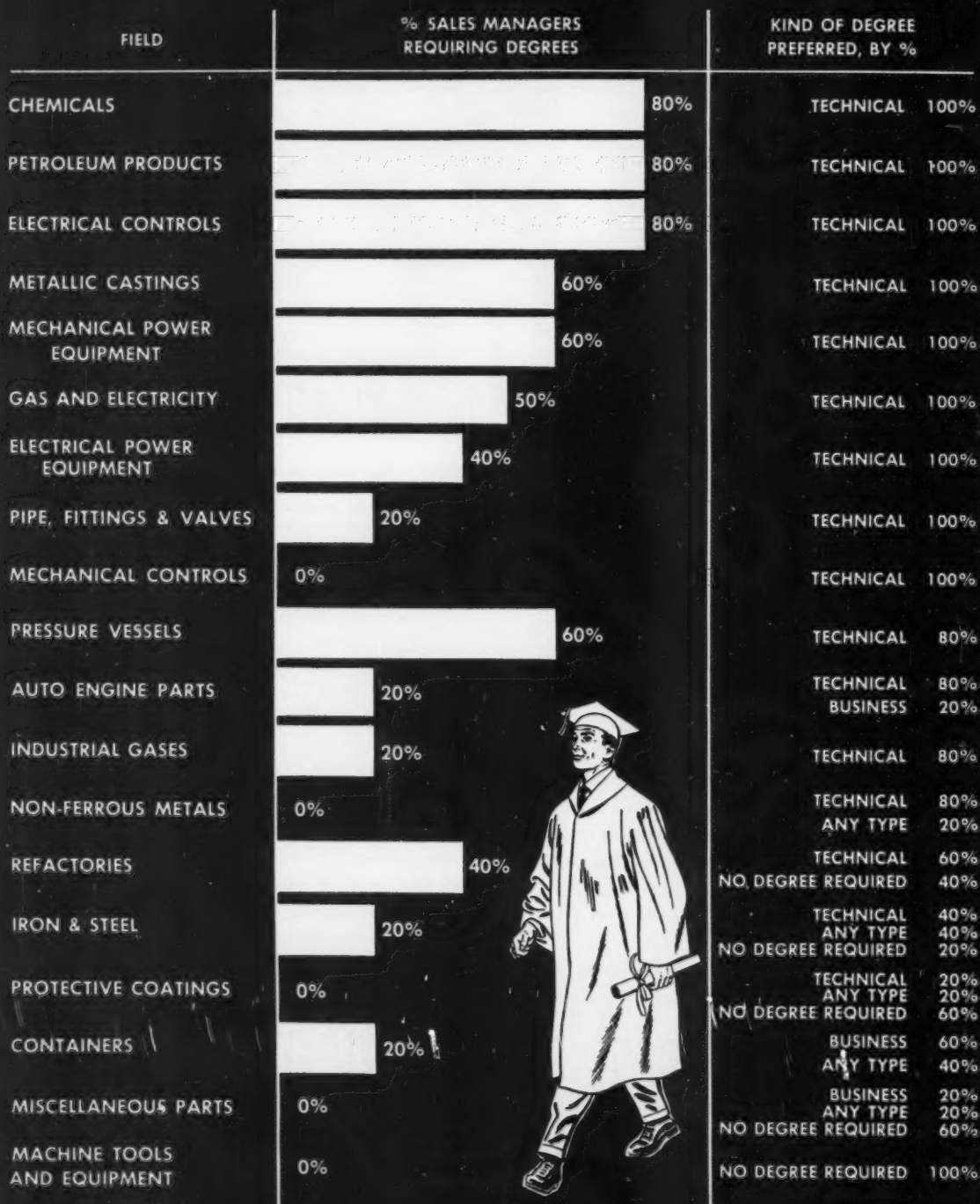
A MCGRAW-HILL PUBLICATION • ABC-ADP • MCGRAW-HILL BUILDING, NEW YORK 36, N. Y.

MOST INDUSTRIAL SALES MANAGERS HIRE 'EM BY DEGREES

AND THEY PREFER TECHNICAL DEGREES

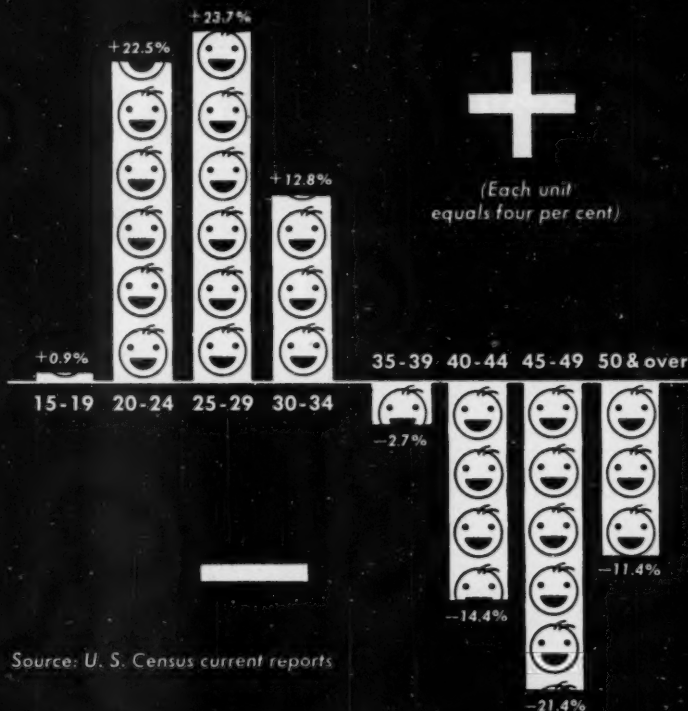
Of 92 industrial sales managers interviewed in the St. Louis, Mo., area, 83% prefer that their salesmen have college degrees. Strongest requirements for sheepskins—and preferences for technical degrees—exist in the chemicals, petroleum products, and electrical controls product categories.

Only 3% of the interviewed sales managers require previous selling experience if the fledglings are armed with the "right" degree.



Families: Off to a Faster Start Today!

PER CENT CHANGE 1940-1952
in no. of children per 1,000 married women by age



Source: U. S. Census current reports

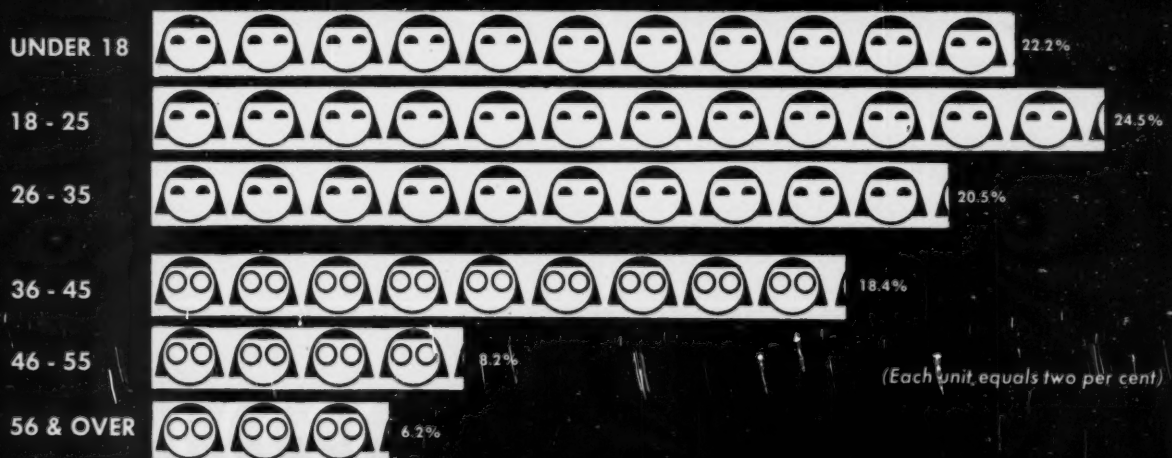
The growth pattern of the American family has shown a startling change during the past fifteen years. For example, women under 35 are having more babies than ever before... while women over 35 are having fewer babies than during pre-war days.

Families are completed at an earlier age today. More than ever before, it's the *young* families that have the children... that buy *more* food, home and baby products. If you want to tap your greatest growth market, sell the young families. They have more mouths to feed, more needs to fill, because they're *growing* families.

America's most concentrated audience of *young* families is the Modern Romances audience. The Modern Romances reader has a median age of only 27, but 78% are already married, and 74% have children in their homes. Her principal interest is running her home and raising her family. And by showing her how your products can help, she's sure to buy.

Remember, she's a young new customer for your merchandise, and in Modern Romances you can sell her *first*, and *keep* her sold!

7 OUT OF 10 MODERN ROMANCES READERS ARE UNDER 35!



ADGRAPH BY

MODERN ROMANCES

America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N.Y.

HOW THE FOOD DOLLAR IS SLICED

About one of every four cans of food sold in the grocery store is a can of evaporated milk. For a 14½-ounce can of nationally advertised "evap," the average super market price is 15.2 cents.

Now, let's look at the "spread" between the price of a can of milk from the cow to the counter:



TO FARMERS?

Price received at condensery for 2.05 lbs. of raw 3.5% butterfat milk required for can of evap...

CENTS PER
14½-OZ. "TALL" CAN

PERCENT OF
RETAIL PRICE

7.8c

51.3%



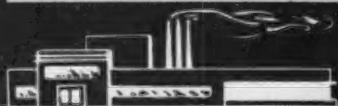
MANUFACTURERS' GROSS MARGIN:

From this was paid:

Packaging materials and supplies	2.1c
Wages and salaries (except executive)	1.0c
Outbound transportation	0.8c
Advertising	0.3c
Other business expenses	1.0c
Fed. & state income & payroll taxes	0.4c
Net profits	0.2c

5.8c

38.2%



SUPER MARKETS' GROSS MARGIN:

From this was paid:

Wages and salaries (except executive)	0.7c
Executive salaries	0.1c
Supplies	0.1c
Advertising	0.1c
Other business expenses	0.2c
Federal, state and local taxes	0.2c
Net profits	0.1c

1.6c

10.5%



PRICE TO CONSUMERS

15.2c

100%

Preferences in Dealer Aids

Hardware dealers give a frank rundown on 10 types of materials

If you're a manufacturer who sells through hardware stores, your promotional material has been evaluated by the dealers themselves. A survey by *Hardware Age*. (Jan. 7, 1954) uncovers dealer reaction to:

Envelope Stuffers: They're the most popular item of promotional material. Favorite size: 3½" x 6" or smaller. Dealers would like: more attractive literature; more color; more photos; more concise text; better product description; list prices; space for dealer's name . . . in that order.

Counter Displays: They prefer product samples to photos. Keep them small. Best sizes: 12" x 12", 12" x 18", 12" x 24". Larger stores can use 24" x 24".

Newspaper Mats: Considered one of the "most useful" items. Dealers prefer single mats so that large advertisements featuring many products can be made up. Wanted: smaller mats, better lay-out and illustration, harder selling copy.

Deals: Sixty-four of 100 dealers object to deals which must be purchased to get a display. Dealers believe they need leeway in selecting items for their specific trade.

Talking Cards: Very popular. Eighty percent want retail price imprinted.

Window Streamers: Nine out of 10 dealers want them . . . especially for seasonal merchandise, introducing new products, volume merchandise.

Carded Merchandise: Sixty-five of 100 want more. Again, with the retail price imprinted.

Wall Displays: Used by 52 of 100 dealers. Eighty-six of 100 think displays generally are too large.

Floor-Type Displays: Eighty-three percent want them if they are the self-service type that holds merchandise. If they are not the self-service type, almost half will not use them.

Packaging: Sixty-seven of 100 dealers report that pre-priced, pre-packaged containers of small items increase self-service sales. Dealers would like to see nails pre-packaged. Sixty-five of 100 dealers favor decimal packaging.

SEE WHAT **18¢** WILL DO

When TWO Newspapers Go To Press

in the Troy City Zone



IT WILL TELL YOUR SALES STORY TO:

211,148 CONSUMERS

Circulation: 46,444

Inc. per fam.: \$5,625

RATE . . . 18c PER LINE

THE RECORD NEWSPAPERS

THE TROY RECORD (MORNING)

THE TIMES RECORD (EVENING)

TROY, N. Y.



Three little pigs

...pinch hit for statistics!



Look closely at the three little pigs in the photograph opposite, and see forty years of history in three significant pork symbols!

All three pigs are five months old, born in the same litter. But . . .

The pig on the left, fed the 1910 ration of 97% corn, weighs 105 lbs.—ate 523 lbs. of feed to gain 100 lbs.

The center pig, fed the usual 1930 ration of corn plus tankage, weighs 136 lbs.—used 364 lbs. feed per 100 lbs. gain.

The pig on the right, fed a new mixed "Minnesota Supplement," weighs 200 lbs.—needed only 287 lbs. feed to gain 100 lbs.

With scientific feeding, the pigs get fatter by eating less. This experiment conducted by Professor L. E. Hanson, of the University of Minnesota, is also indicative of the advances in farming in the last forty years.

No other industry has changed so much, is changing so fast. Research steadily finds new methods of increasing production, while lowering costs.

A good farmer today is a good business man; and good customer for chemicals, tools, machinery, and assorted equipment.

The farm home also reflects farm progress

and prosperity. The farm family is a prime prospect for better housing, new furniture and furnishings, conveniences and luxuries.

SERVING the country's best farmers, with the highest buying power, **SUCCESSFUL FARMING** concentrates its 1,250,000 circulation in the agricultural Heart states . . . and has eight out of ten of its farm subscribers in the 39% top bracket farms that earn 88% of the country's farm income. The average annual cash income of SF farm subscribers is about \$10,000—64% above the national farm average.



With this audience, general media and TV have only limited influence. The national advertiser needs **SUCCESSFUL FARMING** for its deep penetration, high readership, and family influence based on more than a half century of service—and to balance national schedules, get the most of today's and tomorrow's farm sales potential.

For full facts, call the nearest SF office.



MEREDITH PUBLISHING COMPANY, Des Moines . . .
and New York, Chicago, Cleveland, Detroit, Atlanta,
San Francisco, and Los Angeles.

Togs for Little Miss Muffet

Take pioneering spirit. Add courage to break with tradition. Throw in style sense and promotional imagination. Result: a fast-growing business. Designer Helen Lee's "laboratory" is her own home: She's the mother of three moppets.



DESIGNER LEE: She knows little girls are made of "sugar and spice and everything nice" . . . and she thinks they should dress the part. She won the 1953 Coty Award for "significant influence in the development of good taste and charm in children's fashions."



SAKS FIFTH AVENUE promotes Youngland's "Date with Daddy" dresses in a window display.



TYPICAL LEE IDEA: "Raindrop" dress, dangling buttons — raindrops.

Don't be afraid to challenge tradition in your industry. Go ahead and break the rules! If you're a newcomer facing entrenched competition, the fresh approach may reward you with fast acceptance and rapid growth.

A case in point: the experience of Sam Landorf & Co., New York, manufacturer of little girls' dresses. The firm is only four years old, but it has broken into many prestige outlets, and Helen Lee, the company's designer, has captured a special award in the 1953 Coty American Fashion Critics' Award competition.

It is *news* when little girls' dresses forego lace and frou-frou; when they

are black or charcoal gray rather than pastel. It seems a bit odd to advertise children's wear in *Vogue* rather than in conventional media. A few years ago machines were not designed to make very full skirts for the small-waisted dresses of tots, but Landorf changed the machines and started a new fashion.

Most of these innovations can be chalked up to the inventiveness of Helen Lee, who designs the firm's line of Youngland dresses, and who has been associated with the company since its inception.

When she explains them, Mrs. Lee's ideas about children's clothes seem eminently sensible. The mother

of three daughters, she knows from experience what both parent and child want in a wardrobe.

"A child is primitive and direct, and leads an active life," she says. "It is best to rely on color, fabric and line, and not on trim. A dress should be simple, and easy to put on. It must fit well into the child's life. It should be durable, to withstand many sessions in the washing machine. There should be strength not only in the main fabric, but in all other elements of the garment, such as fastenings and trimmings."

Mrs. Lee has put her ideas into practice. She uses dark colors—black, black-and-white, and navy—which



The Oregonian reaches more women...

WITH CIRCULATION LEADERSHIP

OREGONIAN
DAILY LEAD
OVER 2ND PAPER

9,019 City Carrier Lead
4,025 ABC City Zone Lead
4,080 Retail Trading Zone Lead
39,543 Total Circulation Lead

WITH ADVERTISING LEADERSHIP

OREGONIAN
LEADERSHIP
OVER 2ND PAPER

1,148,624 lines Retail Advertising Lead
796,467 lines General Advertising Lead
3,264,751 lines Classified Advertising Lead
5,431,792 lines Total Advertising Lead

Keep your sales growing with Oregon's growing newspaper

Sources: ABC Publishers' Statements for 6 mos.
ending Sept. 30, 1953; Media Records total
advertising, less AW, TW and Comics, 1953.



the Oregonian
PORTLAND, OREGON

Largest Circulation in
the Pacific Northwest
226,445 Daily
285,142 Sunday

REPRESENTED NATIONALLY BY
MOLONEY, REGAN & SCHMITT, INC.

little girls like because they make them feel grown-up. On the assumption that it should be easy for a child to put her dress on, she has the petticoats of the full-skirted dresses built-in. Slim-Jane slips have a way of showing when a wide-skirted youngster leans over. Moreover, it eliminates the search for a slip when a child is late for school.

Clothes are highly personal to a child. A little girl is not concerned with what a dress will "do for her," but likes it for the qualities with which her imagination can endow it. She likes to use the term "my" with

an identifying, descriptive term: "I'm going to wear my footprint dress" or "my chicken dress," "my tape-measure dress," "my cup-and-saucer dress," in accordance with the print design. A dress with colored patch pockets all around it becomes "my pocket dress."

Working with fabric designers, Mrs. Lee has them produce cottons and nylons (materials she particularly likes) with motifs that stimulate childish imaginations. When a child is eight, she likes a dress of charcoal gray with a horizontal design of tape measures—which are ex-

act copies of the real thing.

The firm's line (known as Youngland) is a big one—300 models four times a year, in three age groups, one-to-three, three-to-six, and seven-to-twelve. (There are also baby dresses, and even these, surprisingly, have style. Example: A Gibson-girl effect with push-up sleeves and high neck, and tiny buttons down the tucked front, for one-year-olds.) So broad a line of age groups is a challenge to the designer. It has a promotional advantage, too, since it lends itself to Big and Little Sister duos.

The features of the clothes also lend themselves to good descriptive copy: crinoline petticoats; "grown-up" neutral and dark colors; one-piece dresses that look like jumper and sweater combinations; a "Red Rose" model, derived from Spanish dance styles, with tiered skirt and a red rose on the sash; and (for older girls) summer dresses that convert to off-shoulder effects. Prices are in the medium brackets, from about \$4 to \$17. Distribution is nationwide.

1,200 Models Yearly

Turning out 1,200 models a year seems quite justifiable, in Helen Lee's opinion. It is estimated that the average life of a child's garment is one year and four months, since a child growing at the normal rate of 2½ inches a year will outgrow it in that time. Another estimate is that a girl's dress goes into the washing machine twice a week, on the average, during its period of useful wear. An active girl will wear out and outgrow a lot of dresses.

Tennessee-born Helen Lee got her start by making doll dresses, and has never lost her taste for couture in miniature. She studied in New York at the Traphagen School and Art Students' League. Her designs won a student contest and were sold to a manufacturer of children's dresses for \$1 apiece, and she was in business. She's been at it twenty-five years, she says, though she looks not much older than the youngsters who wear her models. She lives in a New York apartment overlooking the East River, amid her collection of Early Victorian antiques. Last autumn she made headlines by winning the Coty American Fashion Critics' Award, the first time this has happened in the children's wear world.

She likes the field in which she works, not only because of her inclinations, but also because, as she puts it, "It's a good, stable, year-around business."

The End

Only The Dallas News covers the Dallas market

The Dallas Morning News is the only newspaper that effectively delivers the larger, 72-county Dallas Market—3¼-million people with 4¼-billions to spend.



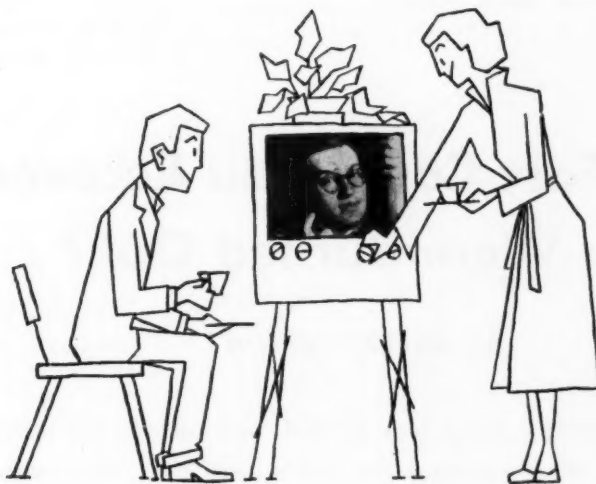
DALLAS' LARGEST NEWSPAPER
Circulation, 183,583—Sunday, 190,318
(Publishers' Statement: Sept. 30, 1953)

More people BUY The News . . . more people READ The News . . . more people are INFLUENCED by The News than any other North Texas newspaper.

CRESMER & WOODWARD INC., Nat'l Reps., New York, Chicago, Detroit, Atlanta, Los Angeles, San Francisco



the picture people prefer



put your brand in the picture with **morning tv.**

woai-tv goes on the air at 7 a.m., and there

are a lot of early-rising, wide-awake

texans who are watching all through the morning.

give your sales a head start in

san antonio. get there first with **woai-tv,**

nbc affiliate. represented by edward petry & co., inc.



NOT JUST a factory, but THE business goes up in flame. The plant can be rebuilt, but the \$64 question always is . . .

How Fast Could You Recover If You Were Burned Out?

BY ROBERT LETWIN

C & D Batteries' plant was gutted, and all records were destroyed. Who supplied the customers' list? How were outstanding orders located? What about commissions?

If 80% of your plant were leveled by fire, and:

If every record in your sales department turned to ashes;

if every past and present order were charred litter;

if all performance records of your product were consumed by flame—would you be in business today?

C & D Batteries, Inc., Conshohocken, Pa., is in business although every record it kept, except corporate papers and accounts receivable, was consumed in a holocaust that gutted its offices and left only 20% of its plant untouched. Moreover, the company was at work just three days after the general alarm fire swept through its plant and offices.

On Sunday morning, November 29, fire broke out on the roof of the C & D plant and raged for hours. That afternoon, while flames still flickered, C & D executives met in an emergency session. With more optimism than events should have dictated, this telegram was dispatched to the field sales force:

"We had a serious fire this morning, and plant and offices were badly damaged. Temporary facilities are being set up and we shall resume production as soon as possible. For your guidance, estimate future deliveries one month longer than current schedule. Details will follow by letter."

There was nothing, except courage, to warrant that optimism. That the company would ever rise again, or that it would go into production in

a month or months, seemed remote to outsiders. But by December 1, the report to the field organization could outline what had happened and report progress toward normal.

Explaining that the main plant, offices, engineering department and laboratory were destroyed, the report turned to a more cheerful note: "The casting room, shipping department, machine shop and generators came through without serious harm."

Details of the company's emergency measure were then outlined: "Company management met on Sunday, surveyed the property and started immediate negotiations for temporary production and office facilities. We have leased adequate space in nearby properties and at this writing are setting up temporary offices and plant facilities. This is not a simple undertaking, but every effort is being made to do this as fast as possible. Our address and telephone number are unchanged."

"Adequate facilities" included the old and empty steel plant of Allen Wood Co. nearby, and dwellings, owned by Quaker Chemical Corp., a half-mile distance which served as executive offices, laboratory, engineering department and general offices.

"At this writing," C & D President Leon A. Doughty informed salesmen two days after the fire, "we do not know when we shall actually resume production, but it would be my opinion that limited production will be started within 10 days."

He was wrong, because next day he pulled the main switch to charge generators. Executives had spent every minute searching for equipment to get production under way. They ran down rumors of used equipment for sale. By doing so they picked up vital parts which might have taken months or years to be delivered if ordered new.

Because all sales records were lost, C & D's field sales agents were advised to "immediately forward us a copy of all unshipped orders in your file. It will be necessary for you to communicate with your customers at this time, as we do not have any records, correspondence, addresses, or facilities to correspond direct."

The company's courage and determination to resume production and sales efforts were matched by generous offers of help. Within 24 hours, Bell Telephone Co., Pa., had lines installed to the C & D temporary offices and "new" plant. Neighboring industries offered manpower and floor space. Competitors offered help on critical production. Employees volunteered to work without pay to get the plant cleaned up, and suppliers gave

FOR IMPORTANT LETTERS... *to Important People*

A good first impression is vital. Letters typed on an IBM Executive Typewriter are outstanding in appearance.

Easy reading is essential. Research shows IBM type faces are "superior" in readability.

Successful letters get action and response. Depend on the IBM to win attention to what your letters say!

Above are samples of three of the twelve available Executive type faces.



You can SEE the difference! Standard typewriters give the same amount of space to every letter regardless of the width of the letter. On an IBM Executive, each letter takes only the space its width requires. Don't your letters deserve "Executive" typing?



Electric Typewriters

*Trade Marks

FEBRUARY 15, 1954

INTERNATIONAL BUSINESS MACHINES • 590 Madison Avenue, New York 22, N. Y.

**"CANTON... An Important
Metropolitan Market In
Rich Northeastern Ohio"**

**HERE'S A \$500
MILLION TARGET**

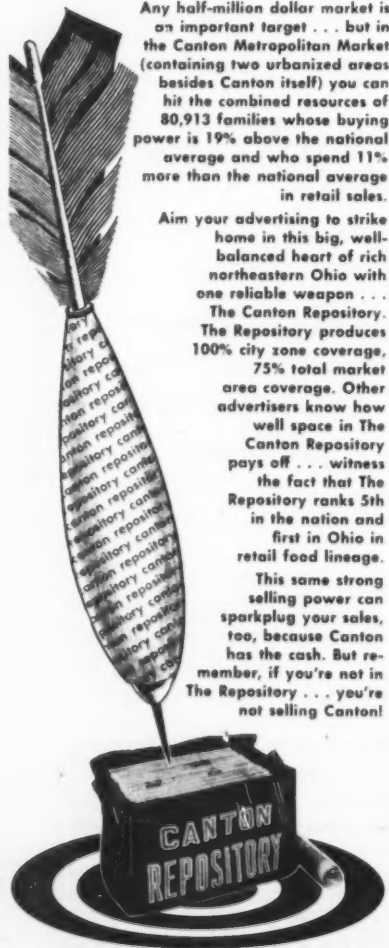


**HERE'S THE ONLY
WAY TO HIT IT!**

Any half-million dollar market is an important target... but in the Canton Metropolitan Market (containing two urbanized areas besides Canton itself) you can hit the combined resources of 80,913 families whose buying power is 19% above the national average and who spend 11% more than the national average in retail sales.

Aim your advertising to strike home in this big, well-balanced heart of rich northeastern Ohio with one reliable weapon... The Canton Repository. The Repository produces 100% city zone coverage, 75% total market area coverage. Other advertisers know how well space in The Canton Repository pays off... witness the fact that The Repository ranks 5th in the nation and first in Ohio in retail food lineage.

This same strong selling power can sparkplug your sales, too, because Canton has the cash. But remember, if you're not in The Repository... you're not selling Canton!



THE CANTON REPOSITORY

*A Brush-Moore Newspaper Represented
Nationally by Story, Brooks and Finley*

Always Bold

Those who viewed the ruins of C & D's plant would have thought it impossible that the company could ever return to business. But C & D was started from an "impossible" situation.

Back in 1905, when bids were sought to wire Central Manual Training School, Phila., for electricity, low bid was submitted by Carlile & Doughty Electrical Contractors. The Board of Education, about to accept the bid, was horrified to learn that it was submitted by two students at the school, Frank Carlile and Leon Doughty.

When several frugal members of the Board pointed out that it was, after all, a very low bid and that the boys probably knew as much about electricity as some of the others who submitted bids, Carlile & Doughty got the job.

The "company" then went on, following graduation, to enter the automotive field and evolved into the battery-making business, first for automobiles and now industry.

top priority on critical equipment.

Samuel W. Gibb, vice-president in charge of Sales, had to start from scratch. He quickly assembled reports from his 65 sales agents in the field to determine what orders were current and unfilled. He then asked salesmen to determine priorities for these orders, based on customer needs.

All battery orders for telephone companies—one-third of C & D's business—had to be canceled for December. Telephone companies order to meet a strict delivery schedule and could not postpone orders. Aside from necessary cancellations from telephone companies, other cancellations were negligible, reports Gibb. He estimates loss of business at only 10% "and probably less."

Salesmen's Needs First

Major consideration by the company's sales department was salesmen's needs. Orders were scheduled through the temporary plant to aid salesmen to get delivery to critical customers. Partial production in the early days after the fire had to be parceled out with care so that salesmen's relations with customers would not be jeopardized.

"It was a concerted effort to get everybody back to work by Christmas that guided company officials," says Gibb. "Because of our sound financial situation—guaranteed by a well-planned insurance program—we could have taken our time in

resuming operations. But we wanted as little loss of income for our employees and sales agents as possible."

According to Gibb, "One truly gratifying spirit came out of our near disaster. That was the way everyone cooperated. We were pleasantly surprised with the attitude of our customers, who are accustomed to spot delivery. Their understanding and cooperation were gratifying."

By January 4, full production was achieved although facilities were makeshift. Orders were then filled normally and the new building began. C & D's "disaster day" wire to field men proved accurate; one month longer was all that was necessary to make future deliveries.

"Our agents receive a straight commission," says Gibb. "I doubt that they'll suffer any loss of income from the fire by the time the year is out."

Determination to stay in business and ingenious improvisation brought order out of the firm's million-dollar fire. The value of loyal and conscientious field men was proved. The company was completely in the hands of field men who had the only records available on sales—on who C & D's customers were. Through their efforts with customers, new orders were placed for delayed delivery and sympathetic understanding was developed.

"We learned first-hand," says Gibb, "how important good relations with sales agents can be."

The End

SALES MANAGEMENT



PAY DIRT IN GRIT-AMERICA!

No question about it . . . GRIT-America offers real opportunities for striking pay dirt with relative advertising ease . . . and a modest investment!

GRIT is published in the interests of 3½ million people in 16,000 Small-Towns across the nation. Because few of these towns have daily newspapers—and because magazine coverage is light—these Small-Town people *depend on GRIT*.

That's why there's real pay dirt ahead for GRIT advertisers . . . in a rich market bigger than Cleveland, Pittsburgh, Rochester, Indianapolis and Washington combined! (See Case History No. 14.)

Ask us about other case histories showing how advertisers in GRIT hit pay dirt!

CASE HISTORY No. 14

LP-Gas Information Service has been advertised to Small-Town GRIT Readers since 1949.

Preference for this cooking fuel among GRIT Families has risen from 15.3% in 1950 to 25% in 1953.

That's a gain of 63.4%. That's real pay dirt!

**YES — YOU CAN STILL
STRIKE IT RICH
IN OUR COUNTRY**



GRIT PUBLISHING COMPANY

WILLIAMSPORT, PA.

Represented by Sclaro, Meeker & Scott in New York, Chicago, Detroit Philadelphia and by Doyle & Hawley in Los Angeles and San Francisco.



A Crack Division Manager Confesses His Management Sins

His Division topped all others in sales. He was in line for promotion. Then, in a moment of self-revelation, he wondered how much was ability, how much was pure luck?

BY ROBERT N. McMURRY
McMurry, Hamstra & Co.

Kenneth White admired the framed "Certificate of Merit" which he had won for the third successive year as high man among his company's 12 Division Managers. His sales for the last period had exceeded those of his nearest rival, the Cleveland Division, by 23%.

While it was very flattering to be high man, a nagging doubt lingered in his mind.

To what extent, he thought, was his success actually a thing of his making; or to what extent was it gratuitous—the result of conditions over which he had little control?

Lists His Benefits

A balance sheet, which he drew up, disclosed that he was the beneficiary of a number of breaks:

1. His division was the pioneer division in the company. It had been established for more than 75 years. He had customers who had used his line for almost that long and would think of using no other line. Everyone in his territory knew the company and the product favorably.

2. Potential demand for the product in his division was probably the greatest in the country. Nowhere was the product used more extensively than in his Detroit headquarters. His division had the greatest saturation of users and potential users among the 12 Divisions. It also had the largest number of users and, with the exception of two Western Divisions which were vast but empty, it had the greatest geographical area.

3. He had little strong, aggressive competition. The other companies in his line, apparently by mutual consent, had decided to concentrate efforts elsewhere, maintaining only token representation in his division.

4. He had a productive group of Unit Managers and salesmen in his division. But the team had really

been built over a 15-year period by Archbold before he had become General Sales Manager. Nearly all of his unit managers and about two-thirds of the salesmen were Archbold's men. He realized that even after five years, Archbold's men constituted the backbone of his division. Although he had lost few men, he had had consistently bad luck with his promotions and the men he had hired as salesmen.

5. In addition to bequeathing him a finely arranged and smoothly functioning division organization, Archbold had given him close and friendly guidance. Archbold's confidence in him and his active help on the job had contributed to his success.

After he had counted his blessings White turned to the liability side of the ledger. He concluded that:

1. **He was a poor judge of men.** The men he had selected for promotion or had hired had failed to work out more often than they had proved successful. Analyzing his failures he decided that he was prone to place too much emphasis on appearance and manner.

2. **He had no systematic plan for making territory assignments.** The Division had been divided into approximately equal territories, but in the succeeding five years reassignments had played havoc with the original pattern. He realized that there were gross differences in geographical size and shape among the salesmen's territories. He also remembered that the number of accounts per man ranged from less than 100 to over 450. Then there was the matter of house accounts. He had never been able to see the logic of paying a salesman commission on windfall business because it happened to be located in his territory (particularly when it kept his sales costs down).

3. **He had no sound basis for the evaluation of his men's performance.** He had no measure of sales potential for the Division as a whole or for any of the individual territories in it. He had no sure way of knowing who was doing a selling job and who was not (For that matter, the same was true of his division in relation to the others). He relied on his own judgment, which he recognized to be influenced by many factors other than the man's actual performance.

4. **He had no real incentives to offer his men to produce more.** Because he had no valid measures of territory potential he knew that his quotas meant little to his men. He realized that they were no incentives at all.

5. **None of his men (Unit Managers or Salesmen) had had any systematic or continuing sales training.** The new salesmen were given the catalog and company promotional literature to study and they spent two weeks in the field with an experienced salesman. After that they were assigned a territory and their Unit Manager spent another week with them introducing them to the principal accounts. Subsequently he spent from one to three days per month with them.

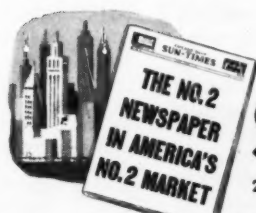
The men had had no formal indoctrination training: about the company, its history, the benefits it offers; no planned product training; very little procedure training (how to make reports, handle complaints in the field, check credit, etc.); practically no instruction in sales techniques (how to locate prospects, how to arouse interest, how to meet objections, how and when to close a sale, etc.). He knew that his men needed better training; he had planned to do this himself, but he never seemed to have time to organize a training course.

6. **He overloaded his men with paper work and swamped them with reading material from the Division office.** He thought, for example, of the enlarged Daily Report Form which he had developed and introduced into his division. He had never considered how long it took to fill out. Looking it over carefully, he estimated that it must require an hour every night. He counted up the



**In Chicago, it takes 2—
to sweet-talk the little woman**

No single daily newspaper reaches even half your Chicago-area prospects. It takes Two. For greatest unduplicated coverage, one must be the...



**CHICAGO
SUN-TIMES**

211 W. Wacker Drive, Chicago • 250 Park Avenue, N. Y.

READERSHIP CONCENTRATED WHERE MOST OF THE BUYING IS DONE

REPRESENTED BY: SAWYER-FERGUSON-WALKER CO., LOS ANGELES, SAN FRANCISCO, PHILADELPHIA, DETROIT, ATLANTA • HAL WINTER CO., MIAMI BEACH

FEBRUARY 15, 1954

85

other reports. There were eleven in all; some daily, some weekly, three monthly. There were, in addition, memorandums and letters from him and the home office. A typical week's receipts: 43 pages of printed and mimeographed material. It was asking a great deal of his men to read all this, in addition to making out reports.

7. He knew little about most of his men, even his Unit Managers, other than their productiveness. Despite the fact that he had been Division Manager for more than five years, and had a force of only 31 men, he did not know most of them very well. He realized that he ought to get out in the field with each man; learn to know him personally; find out what his problems are; check his effectiveness as a salesman by observing his presentations; listen to his grievances; counsel with him on his problems.

8. He had no plan for a systematic and regular review of his men's base salaries. He thought that this was a company responsibility. Still Johnstone in Kansas City had developed an appraisal plan for the men in his division which seemed to work out very well. In addition to the bonus, Johnstone had set up an annual appraisal plan which served not only as a basis on which to counsel each man, but also to determine whether or not he should have a raise and, if so, how much it should be. He, personally, had always believed in paying his men well, although it was company policy to keep base rates down and make it up in bonus. Instead of increasing salaries, he had tried to be liberal in setting his quotas. It had not worked out satisfactorily.

9. He had never counseled with any of his men; none knew precisely "where he stood." Because he actually knew so little about his men's specific weaknesses and strengths, he was in no position to sit down with them and let each know where he stood. He had indicated to his Unit Managers that this was *their* responsibility, but few of them had done a creditable job. The few who had talked to their men had done so in a haphazard fashion. The majority of the men complained that they never knew where they stood, and he recognized that something should be done about this.

10. His men have no outlets for grievances; no assistance with problems. Because he had little or no contact with his men, and the Unit Managers were neither skilled nor

greatly interested in listening to the salesmen's problems, most of the men had no recourse for grievances.

A case in point was the Black situation. One of his best customers had complained about a shipment. Black had tried to handle it with the home office. He became involved in delays, arguments and excuses. Discouraged, he quit—another good man lost to the company.

11. Many of his Unit Managers were good personal salesmen but they could neither administer nor lead. As he thought over the roster of his Unit Managers, he was struck by the uniformity with which they were all excellent personal salesmen and

Comparatively Speaking

Oh coffee-er coffee
(With creamier cream)
Makes life — the ads tell you —
A dreamier dream.

And, by the same token,
There's cheerier cheer
In winier wine
And in beerier beer.

But there's zestier zest
When the vision observes
The girlier girls
With their curvier curves.

Yes, coffee-er coffee,
Or teaier tea,
Or candier candy
Are okay by me.

But betterer better
Than any of this is
Are honier honies
With kissier kisses!

—Berton Braley

Reprinted from Gourmet

little more. As administrators, the majority were only fair. (Few planned and organized their own work and their men's work well; the majority adhered to company policy only when it suited their convenience; nearly all tended to be temperamental, thought of themselves first and the company and its interests second.) Their conception of training was to accompany the men on a call, take command of the situation and make a presentation and a close which so filled the salesman with awe that he was convinced he could never duplicate it. They were in no sense supervisors; they were only super-salesmen with titles.

12. He had developed no one to take his place as Division Manager. He realized that if he were to be made General Sales Manager he had no one in his division to take his place. There were men in other divisions who could be moved in, but he had no one to take over. He had always been taught that the first obligation of a manager was to develop a successor.

He finished his review of his balance sheet. One fact emerged incontrovertibly: *He had been unbelievably lucky.*

He concluded that each of the "liabilities" he had listed was a condition *which he personally could do something to correct.* This did not eliminate the element of luck, but it was a hedge against its turning the wrong way. Not only could such a course gain him greater security: It might (assuming that his luck held) put him even farther ahead of his fellow Division Managers. He took his pencil and drew up his program for the future. He would:

1. Learn how to recruit, screen, select and place men. Short courses are available which teach the basic principles and techniques, and offer a plan to follow.

2. Persuade management to make a comprehensive study of the sales potentials for its product and install a plan for scientific sales quota determination.

With these aids, he could:

a. Set up sales territories on a fair and equitable basis.

b. Objectively evaluate the performance of each of his men.

c. Establish sales quotas which will serve as true incentives and insure that sales effort and competence will be fairly rewarded.

d. Take a long look at "house accounts" with a view to eliminating as many as possible.

3. Try to convince management of the merits of thorough sales training on a *factual* rather than an *inspirational* basis. This training would include:

a. Indoctrination material designed to sell the new man on the product and the company.

b. Product information (the company's and competitors' products) and data on uses.

c. Procedure instruction (how to make out reports, obtain credit data, give shipping instructions, etc.)

In 1953... The Detroit News carried

41,486,687
lines of advertising

*Over 4 million lines more
than 1952... the largest lineage
increase of the nation's
10 leading newspapers !*

There are three daily and Sunday newspapers in Detroit, but only one is the preferred, result-producing, sales medium.

The 41,486,687-line volume of The Detroit News, which is nearly as much as the lineage carried by both other newspapers combined, shows a dominance unique among major markets of the country. This situation can be regarded as proof that The News is the economical way to sell goods to the 3,300,000 people in a market that represents the richest concentration of earning power in America.

443,791 Weekdays 544,622 Sundays ABC 9/30/53

The Detroit News
THE HOME NEWSPAPER

Eastern Offices: 110 E. 42nd St., New York 17 • The Leonard Co., 311 Lincoln Road, Miami Beach, Florida
Western Offices: 435 N. Michigan Ave., Tribune Tower, Chicago, Ill.





Yes, it's got the gals going . . . going to the Channel 5 Club, WMCT's sensational new audience participating show. Prizes, gags, spontaneous on-the-spot humor, and interviews with Gene Perkins and Bob Smith doing the emceeing.

Participating spots are now available, and they are going fast. See your nearest Branham office.



NOW 100,000 WATTS

**Memphis' first
TV Station**
WMC WMCF WMCT
National Representatives
The Branham Company

NBC-TV-BASIC
Also affiliated with ABC
and DUMONT
Owned and Operated by
The Commercial Appeal

d. Instruction in sales techniques (how to find prospects, how to get in to see the prospect, how to make a presentation, how to meet objections, and when to close, etc.).

e. Periodic field checks by the trainer to answer questions, to observe presentations and to appraise performance.

4. Review the reports the men are now asked to make to eliminate those which are not necessary and to consolidate the remainder into the smallest possible number. The same survey should be made of reading material sent to the men.

5. Ask salesmen to fill out a complete Personal History Data Sheet giving a record of experience, schooling and general background. He would supplement this by spending at least a day per quarter with each man in the field. In the course of these contacts, he could:

a. Learn to know each man better and to appraise him personally.

b. Discover his particular weaknesses and problems and help him with them.

c. Counsel with each man to let him know where he stands.

d. Listen to complaints and grievances and try to help with them.

6. Ask management to conduct a systematic job evaluation study to serve as a basis for a review of present base compensation (with adjustments for those which are out of line), and to install a wage and salary review program (including regular appraisals) with annual reviews to insure that inequities do not creep into the salary structure.

7. Institute a supervisory selection, appraisal, training and development program to insure that:

a. Present Unit Managers are instructed in the best ways of training and handling men.

b. Back-up men are available for each Unit Manager.

c. New Unit Managers are properly trained in the techniques of administration, instruction and leadership.

d. Qualified candidates are found for development into Division Managers.

While his analysis had not been too flattering to his ego, at last he knew what and where his weaknesses were, and he had a constructive program to overcome them.

The End

SALES MANAGEMENT

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

Beauty Survey which presents cosmetics and toiletries buying habits of the 7,500,000 young women who read Dell Modern Group magazines—*Modern Stories*, *Modern Romances*, *Modern Screen*. It shows trends over a 16-year period for 61 types of cosmetics products. In most cases, there are comparative figures back to 1938. There are also figures on each cosmetics product for each brand, by income, city size and place of purchase. Bar charts for each product show brand-consciousness from 1938 to 1953, and percent of use from 1942 to 1953. Other data include percent of use by age; median prices by years; prices paid in 1953 for each cosmetics item studied; what percentages of each item are bought in department stores, drug stores, 5- and 10-cent stores and grocery stores. Write to Sheldon Utall, Sales Promotion Director, Dell Publishing Co., Inc., 261 Fifth Ave., New York 16, N. Y.

A Sales Contest Idea: Self-starting nudist sales contest which arouses the play instinct and makes the salesmen eager to increase their sales to win the right to appear fully clothed at the nudist banquet. It's an idea that can be used by any type of sales organization, and comes as a complete unit with all necessary material and three manuals: resume of the contest and how to stage it; various types of quotas; methods of presentation to the sales force. Write to S. P. Wright, The Hahn-Rodenburg Co., Springfield, Ill.

Facts about Selling the Negro Market: Compiled by Associated Publishers, Inc., it points out where most of the changes are taking place: how big the market is (population, personal income, per capita income); size of the market (sectional growth of population); population characteristics (including significant changes in market); employment status; occupations; incomes and prestige; family income; families and workers; education; home ownership; assets. There are complete data on local

Negro newspapers in the 24 major Negro markets throughout the country; national and regional newspapers; how advertisers are reaching these markets. Write to Joseph La Cour, General Manager, Associated Publishers, Inc., 31 W. 46th St., New York 36, N. Y.

Buying Plans of Farm Families in Minnesota and the Dakotas:

Findings of two surveys conducted by *The Farmer* to find out what building the farmers in each state plan to do and what equipment they plan to buy in 1954. Data include: buildings; plumbing, heating, cooking equipment; household furnishings; electrical appliances and equipment; vacation plans; automotive and tractor equipment; general farm equipment. Farm families in each state were asked to check more than 340 items listed in the questionnaire. Men were asked to fill out the questions on farm buildings and equipment, and women were asked the questions about home furnishings and home equipment. Write to Walley Boberg, *The Farmer*, St. Paul 2, Minn.

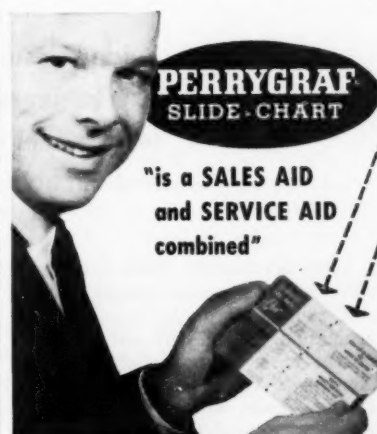
The Bethlehem, Pa., Market:

Fact book published by *The Bethlehem Globe-Times*. An important segment of the Bethlehem-Allentown market—third largest in Pennsylvania—it houses 88,307 people in its City Zone. Average yearly family income is \$6,347, about 25% more than the national average. Since 1942 its buying power has increased 128.54% compared with 82.83% for the state and 103.48% for the nation. Per capita buying power since 1942 has had a much faster rate of increase than either the state or the nation: 111.94%, compared with the state increase of 67.06% and the nation's increase of 69.58%. Retail sales show a 180.99% gain; food sales are up 161.49%, and drug sales gain 93.94%. On a per capita basis these are the gains: retail sales, +160.78%; food sales, +142.18%; drug sales, +81.82%. Write to William Gallagher, De Lissier, Inc., New York 17, N. Y.

Printed Product Information in Industrial Buying: A Summary of one phase of the "Survey of Industrial Buying Practices" originally conducted by the National Industrial Advertisers Association, issued by the sales promotion and advertising department of Sweet's Catalog Service. It shows how comparison of printed product information was the sole basis for the decision to buy or call a supplier's salesman in 60.1% of the 383 makes considered. The dollar amount of each purchase is given, also the number of makes considered, number of salesmen called in or salesmen who came in, how the buyer decided which makes salesmen they wanted to see, and the relationship of printed product information to a supplier's chances of getting the order. Results of the survey point up to the need for having organized product information in the buyer's hands so that when need arises he knows where to get the product. Write to Garwood Wolff, Sweet's Catalog Service, 119 W. 40th St., New York 18, N. Y.

This description of the free booklet, "The Need for Printed Product Information in Industrial Buying," appeared previously in "Worth Writing For." We reprint it here for the benefit of those who might have missed it.

 **Sweet's Catalog Service**



SAYS: F. J. Sargent, Manager of Sales Allied Oil Co.

In the best judgment of hundreds of executives responsible for sales, Perrygraf Slide-Charts are a real sales help. Important is their ability to dispense complicated information in simplified form... by just pulling a slide or turning a disc. It's accurate... quick... easy to use. There is no obligation to inquire how they can help you!

Write For Descriptive Booklet.

PERRYGRAF
SLIDE-CHARTS

Designers and Manufacturers
PERRYGRAF CORP., 1501 Madison St., Maywood, Ill.
1072 Gayley Ave., Los Angeles 24, California
Representatives in Principal Cities

LINES HANDLED		WATER SYSTEMS				CELLAR DRAINERS	WATER SOFTENERS	AIR CONDITIONERS	GARBAGE DISPOSERS												
		CH	AX	SUB	REC																
	MONTHLY VOLUME	YEAR TO DATE			MONTHLY VOLUME	YEAR TO DATE															
JAN.	2436.25				JULY	9827.31			3/31 Watch Coverage; only 2 mail orders.												
FEB.	3684.93				AUG.	7327.38															
MAR.	1648.55				SEPT.	6691.15															
APR.	946.27				OCT.		40,164.29			7/15 Increase frequency of calls											
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JUNE	5687.34				DEC.																
CUSTOMER NAME AND CITY				VOLUME - EACH BLOCK - \$2,000				<table border="1"> <thead> <tr> <th>JAN.</th> <th>FEB.</th> <th>MAR.</th> <th>APRIL</th> </tr> </thead> <tbody> <tr> <td>5 12 19 26</td> <td>2 9 16 23</td> <td>2 9 16 23</td> <td>30 6 13 20</td> </tr> <tr> <td>X</td> <td>M</td> <td>O</td> <td>N</td> </tr> </tbody> </table>		JAN.	FEB.	MAR.	APRIL	5 12 19 26	2 9 16 23	2 9 16 23	30 6 13 20	X	M	O	N
JAN.	FEB.	MAR.	APRIL																		
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Acme Supply, Lansing, Michigan																					

FACTS THE MARKETING CHIEF MUST ANALYZE are recorded on this visual control form used by Dayton Pump. It is a chronological record of each customer's sales volume, and the salesman's activity in relation to that customer. From this basic record a clear picture emerges

of the progress made by each salesman with a customer, an overall pattern of activity in a territory, and a comparison of each territory with all others. Up to 900 customer control forms like this can be inserted alphabetically in an indexed "control book."

It Costs Dayton Pump Only \$200 to:

- ... guide salesmen to the right customer at the right time
- ... gain business by developing important customers
- ... see whether salesmen sell the customer enough for his needs
- ... find out how salesmen compare in calls-to-orders

You can answer these questions with a simple sales control system that can be set up by any sales organization. I originally installed this system with a smaller company in Cincinnati. We adapted it to Dayton Pump's needs, and set it up for a total cost of under \$200. It requires no elaborate equipment, no special training, no special statistics. Best of all, the clerical work can be done by a competent employee in a matter of minutes each day.

Many firms hesitate to install sales control systems because of:

1. Expense: Complicated automatic equipment is often needed.
2. Time: A large amount of clerical work is required.
3. Delay: Analysis takes so long that the time for action has passed.

BY GERARD J. CARNEY General Sales Manager The Dayton Pump & Mfg. Company

4. Detail: So many points are analyzed the results are impossible to digest, or put to work.

This system concentrates on a limited number of points, produces information quickly, costs little to operate. Its principal use is not to point out errors for criticism, but to show the way to improved future performances.

The system has four main goals:

1. Help salesmen concentrate calls on profitable customers.
2. Increase the number and effectiveness of calls.
3. Raise each salesman's "call-to-order" percentage.

4. Decrease the number of "buyer out" calls.

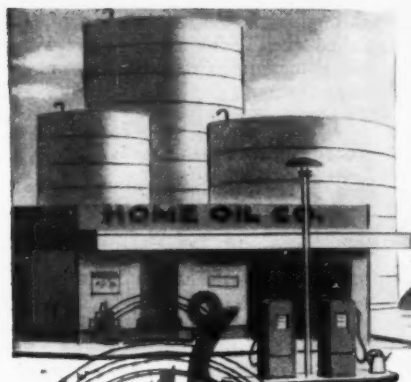
Here is a procedure which will fit almost any organization, but be alert for modifications that might make the system more effective for you. Tailor the system to fit your needs.

What You Need:

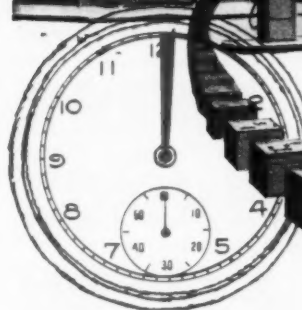
1. **A Clerk:** Even though the record keeping may involve only minutes each day, have a clerk do it. Don't use your time keeping records; use it to get results from the information the system gives you.

2. **Call Reports:** No doubt your salesmen now give you some kind of record of each call. Your present method will work for this system.

3. **A Record of Sales Volume—by customers.**



*23 batteries a minute
sold by service stations*



Every minute two dozen motorists are buying new batteries; 1380 every hour, 33,330 a day, 12 million a year sold by neighborhood service stations!

Approximately one half of all the replacement tires, batteries and accessories sold this year will be sold through these important retail outlets . . . the 200,000 neighborhood service stations which are supplied by major oil company and oil jobber organizations.

How do you put *your* brand in this picture? How do you get your share of this TBA* business? *Not from the attendants or operators.*

You have to reach the marketing executives of oil companies and oil jobber organizations . . . the men who direct the packaging, storage, transportation and sales of petroleum products, **PLUS** the purchase and resale of tires, batteries and accessories . . . the men who read *National Petroleum News* every week for latest marketing and merchandising news.

For your share of service station TBA business, use the direct approach to the right men. Start telling your story in *National Petroleum News* now!

*TBA is the oil industry's designation for tires, batteries and accessories.

National Petroleum News

330 West 42nd Street, New York 36, N. Y.



4. A Record of Mail and Telephone Orders: This includes every order not written during a call by a salesman and sent in by him.

5. Sales Control Form: You can have them printed locally at reasonable cost. One thousand forms, printed both sides, should cost about \$80—four cents per customer per year.

6. A Book—for holding the Sales Control Form: Can be a visible record binder, available through most office equipment firms.

The illustration shows the individual sales control form prepared for each customer. This should be made up locally to suit your own needs. The lower part, showing "Customer Name and City," "Volume," and the 52 columns (one for each week of the year) remain the same. This is the only part of the form visible when it is inserted in the book. The remainder of the form can be used for whatever information you need. The form has space to show the month-by-month dollar sales, the lines handled by the customer, and has ample room to record any specific instructions given to the salesmen for handling the account. Adapt this part of the form to your own company's needs:

1. Prepare a form for each customer by typing his name and city in the lower left-hand space.

2. Segregate the forms by salesman's territories, and arrange the forms alphabetically within each territory.

3. Insert the forms in the control book, preserving the alphabetical order. Use index pages, which you can buy with the book, to separate

one territory from another. One book can handle a total of 900 customer control forms.

How to Make the Proper Entries:

You should now have a sales control book which is divided into individual salesmen's territories, and within each territory all customers should be listed alphabetically, one to each form.

Your clerk can now keep a record of the sales volume of each customer, and of the salesman's activity with each customer:

Sales Volume: To the right of the customer's name is a section headed "Volume—Each Block—\$2,000." There are 15 spaces. When you have your own forms printed, keep the same number of blocks, but set whatever valuation you wish—perhaps it will be \$500, or \$1,000. A good rule to follow is that each block should be worth the average amount of business done with an average customer in a month. It is usually sufficient to adjust the volume section once a month, particularly since you probably publish monthly volume figures for each customer. The clerk merely extends a red pencil line through the volume section, drawing the line through each block as the customer's volume increases. For example, if at the end of January the customer had bought \$5,000, the clerk would draw a line through two- and one-half blocks. At the end of February the volume might reach \$8,000, so the line would be drawn through one- and one-half more blocks. If, by the end of October the customer has reached \$46,000, one red line would be drawn all the way through the volume section, and a second red line would be drawn

through eight blocks. This red line is called the "Volume Bar" and is a visual measurement of the customer's importance.

Recording Salesman's Activities:

To the right of the volume section there are 52 blocks, representing the weeks in the year, with correct headings. (When you have your forms printed, print the weeks for the following year on the reverse side; you can use the same form for two years.)

Each day the clerk takes the call reports which have been received and arranges them alphabetically by territories. Then, going down the customer forms the following marks are made in the correct weekly column, opposite the correct customer's name:

X—Call made, no order obtained and sent in by salesman.

O—Call made, no order obtained.

✓—Call made, buyer out.

At the same time the clerk uses a record of all mail and telephone orders (any order not written during a call and sent in by a salesman). While posting call reports, post all mail and telephone orders by entering "M" in the correct weekly column on the customer's form. Reports received on Monday are entered in the preceding week's column.

Each week, or whatever interval you designate, the clerk should prepare a consolidated summary for you and leave it, together with the sales control book, on your desk for analysis. Make up your own form, tailored to your requirements.

So much for the actual record keeping. It takes very little time, but you now have a comprehensive picture of sales activity for all your salesmen and all your customers. Now it's your turn to make use of the information.



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GREAT CONVENTION HOTELS

Thanks to the construction of two great additions, the Kentucky Hotel now offers many facilities that are available in few if any other hotels in America.

A new Exhibition Hall, a part of the second floor, seats 1500 people. The *entire* second floor is also available as a unit, containing 20,000 square feet, and is ideal for either one huge exhibit, or for many separate banquets, dances, cocktail parties, etc.

Every foot of "convention space" in the hotel is air-conditioned—the lobby, the tremendous Exhibition Hall and many other varied meeting rooms, as well as a great number of bedrooms.

In addition to all the facilities of the Kentucky, we also proudly offer the additional facilities of Louisville's famous Brown Hotel, owned and operated by our same management.

No matter what sort of meeting you are planning, you will be amazed at the versatility of the Kentucky Hotel. Use the coupon for getting the complete description of our facilities!



The Kentucky Hotel
Louisville, Kentucky

Without obligation, please send me a copy of the Factbook as advertised in Sales Management for February 15.

Name

Organization

Address

City State

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● Yes, when United Van Lines moves sales and executive personnel, everybody is happy . . .

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There's a helpful United agent nearby. Look for him in the classified phone book; call the number, give him your order, and relax!

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OVER 400 AGENTS IN U. S. and CANADA
Headquarters—ST. LOUIS 17, MISSOURI

What to Look for in the Consolidated Summary:

1. Total Calls: Number of calls made is generally an accurate index of a salesman's activities. True, territories vary, customers vary, but a salesman who is below average in number of calls should be counseled to see if there is a legitimate reason. Perhaps there is, but maybe he just isn't making enough calls.

2. Order Calls: This is important, since it indicates the number of orders one salesman wrote, as compared with each of the other salesmen and the sales force average. As such it is a barometer of efficiency.

3. Call to Order Percentage: This is the true test of a salesman's ability. How many calls result in orders? Your men will tell you that there are calls where it was impossible to obtain an order. Perhaps so, but every salesman has such calls. You're comparing his batting average on orders with that of other salesmen. If it's too low, he needs direction. Any one of a number of things can be wrong; to find the answers you must turn to the customer

records and analyze them.

4. Buyer Out Calls: Every salesman gets them, but the best salesmen reduce them to the minimum by telephoning or writing for appointments, timing their call to fit the buyer's work habits, making an approach that eliminates the "conference" dodge. How is each salesman doing? Too many buyer-out calls mean the need for your leadership.

What to Look for in the Customer Record Book:

After you have studied the facts shown on your consolidated summary, you'll get additional pointers on helping your salesmen from the customer record sheets. Look for these danger points:

1. Frequency of Call to Volume of Business: This is probably the basic trouble point with effective territory coverage. It's just too easy to find accounts that have nice buyers, or are close to home. Watch the relation of the annual "Volume Bar" to the number of calls. If the salesman is making too many calls, let him know. Also watch for too few calls. Some-

times an account will develop faster than expected and the salesmen may not realize it: It's up to you to show him that more frequent calls may make a good account better.

2. Timing of Mail Orders: The number and frequency of customer mail orders is a good indication of how a salesman handles an account. Look for these signals:

Mail orders follow salesman's calls closely: This may indicate an inability to close. It might be caused by a defect in general salesmanship, lack of product knowledge, not getting to see the right person. In any event, the salesman needs counseling on the best way to get the order during the call.

Mail orders between salesman's calls: Indicates that the customer is not being sold enough to tide him over until the next call. A direct loss in volume, since the customer is probably losing sales between the time he runs out of stock and receives shipment of his mail order. Lack of stock also makes it easy for competition to move in.

3. "Buyer Out" Calls: Watch for a series of "buyer out" calls on the

BSN is part of our permanent library. Every issue is a reading "Must" for key personnel. Ideas large and small have been put into effective use and have been found practical and profitable.

—John Grossman



Shopping carts for customer convenience are indicative of the building material supermarket's up-to-the-minute facilities and methods.

Do-it-yourself hobbyists are encouraged to "buy-it-yourself."



Self-service paint displays invite impulse buying, and speed up paint and related product sales.

Garden tools and garden supplies are prominent in a building material supermarket's ever-expanding service to its customers.



YOU SELL lumber and building material SUPERMARKETS Like Grossman's* Through BSN

... and your products speed to purchase by the 100,000 Contractor Builders plus 46 million families and farmers served by these one-stop buying centers!

It takes a tour of a lumber and building material supermart like Grossman's to really appreciate the size, scope and selling power of BSN's more than 20,000 dealer readers (and the 2,000 wholesale readers serving them). These dealers average \$356,000 in sales annually... the sales of many of them in the millions. They represent an 8 Billion Dollar merchandising giant that sells more paint than paint stores... more builder's hardware and power tools than hardware stores... more do-it-yourself materials and supplies than any any other retail outlet. BSN's dealers-who-sell are alert to new products... new methods... new marketing opportunities. Data and details are yours without obligation.



* You'll find the gigantic Grossman supermarket operation (Wellesley, Massachusetts) pictured and described in detail in BUILDING SUPPLY NEWS for December. You may have a copy FREE on request.

BUILDING SUPPLY NEWS

5 S. Wabash Ave. • Chicago 3, Ill.



"This is the size we make for the Growing Greensboro Market!"



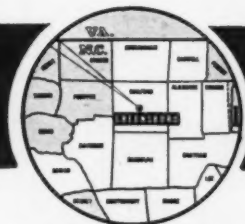
Sales Management Figures

NO ORDINARY RECORDS SUFFICE in the Growing Greensboro ABC Market—where even unbreakable records are shattered by steadily climbing sales in the South's No. 1 State! . . . The Growing Greensboro ABC Market is made up of less than 1/8 of North Carolina's counties, yet it accounts for 1/5 of the state's \$3-billion retail sales. Nearly \$600-million in 1962! . . . We buy everything with the same healthy enthusiasm; so if you want real, king-size sales performance in the South's leading state, you can count on the Growing Greensboro ABC Market to move the goods—and fast! . . . And the prime mover in this major market is the 100,000 daily circulation of the GREENSBORO NEWS and RECORD. . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina

Greensboro News and Record

GREENSBORO, NORTH CAROLINA
Represented Nationally by Jann & Kelley, Inc.



same account. They may indicate a need for some advance notice to that particular account of the salesman's call. Perhaps some friction has developed between the salesman and the buyer. All salesmen experience calls such as this, but watch for patterns which defy the law of averages.

Here's what will happen if you follow this system:

1. If you handle your salesmen properly, your salesmen will realize you are watching their efforts the way the yard master watches the railroad terminal. You're not hounding them, you're helping them. You want to make sure they are on the right track. They'll work harder because of this knowledge.

2. You have an easy system for judging the overall efficiency of each salesman in such matters as total calls, call-order ratio, buyer-out calls. This has to work two ways: Help the man who is slipping, but also compliment the man who is doing a good job. Motivation of salesmen is very important. A salesman will think a lot more of a "Well Done" if he believes his superior has a concrete basis for paying the compliment.

3. You can easily watch the handling of individual accounts, making sure they receive the proper number of calls in relation to the volume, and that the salesman is getting the order on the call, when he has an opportunity to take care of all of the buyer's needs.

4. You will soon have your salesmen steadily making "the right call on the right customer at the right time." When your men are on such a basis all the sales aids you give them will be more effective.

5. You will be a leader in the eyes of your men because you will be pointing out ways to be better in the future, and not merely criticizing past mistakes.

This is a simple system, and after you've worked it for a while, you can expand it to supply additional information. But keep it simple. Many a good system died because it became too complicated.

Your improved system might include the following:

- Divide each salesman's territories into weekly work areas to be covered in a logical sequence. Rearrange the customer forms in the book so that

the customers on each weekly route are arranged in one group, in geographical coverage order. Have your clerk draw a red vertical line down the weekly column when the salesman is supposed to see the customers in that "week's work." Check to see how accurately he follows his planned coverage.

- Add forms for logical prospects to your system and guide your salesmen in developing new customers.

- Devise special marks, such as "S" for "Spring Booking," "T" for "Training Meeting," "D" for "Display Made." This will show you how each man is doing on whatever special project you have.

- Rearrange territories logically by having an accurate idea of the work involved in handling each account. You can apportion the load correctly among your salesmen.

- Set up call frequency guides in relation to customer volume, so that salesmen will know how often they should call on their customers.

It's a simple system, but it can work wonders for your salesmen. It will give them the kind of information and help they expect from their leader—and it's easy for you. **The End**

put it in

CAPS

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Payoff

Here's where the success . . . or failure . . . of any food merchandising and advertising campaign is finally recorded. This is the payoff.

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finish in the money in the Memphis and Mid-South market are consistent week in and week out advertisers in CAPS.

There's only one reason. CAPS pays off at the pay off.

Two Dailies and The South's Greatest Sunday Newspaper

THE **C**OMMERCIAL **A**PPEAL ~ MEMPHIS **P**RESS-**S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS





SHOW PROSPECT Kodachrome slides of product applications and, like Rohm & Haas representatives, you'll get . . .

50 Presentations—Quick As a Wink

Rohm & Haas salesmen, themselves, edit and assemble an inexpensive kit of 35mm slides, showing prospects exactly what Plexiglas installations look like — in color.

When salesmen like to travel light, it helps to design visual presentations by the ounce as well as by impact. Rohm & Haas Co., Phila., has developed a new visual for its salesmen, combining light weight with the impact of color photography.

For years, to help sell Plexiglas, Rohm & Haas sent black-and-white photographs of signs, window glazing installations and lighting fixtures which use the acrylic plastic, to its men in the field. Prospects were shown the 8" x 10" glossies to acquaint them with properties and applications of Plexiglas.

Disadvantages appeared in this system, however. Black-and-white photographs failed to "sell" one of the outstanding qualities of the material—rich colors. Also, over the years, salesmen built up bulky files of glossies, and found them increasingly incon-

venient to classify, edit, and carry around. So the company came up with a system that is simple and convenient. It gives salesmen a visual presentation in color that is easy to carry, flexible and inexpensive.

Adopting 35mm slides (many salesmen have 35mm cameras and can supply photographs for the system), the company has created a plastic-bound, tab-indexed book to hold color slides. Cost of the 8½" x 11" books was about \$5 each.

The binders are divided into four sections, each clearly tabbed on the side. Pages are double sheets of cardboard, laminated together, with 12 slotted pockets for slides in each. Under each pocket is room for a 25-word printed caption. One page in the binder is devoted to window glazing. The next tabbed page covers lighting. Three pages are on signs

and two miscellaneous pages are in the back.

When slide books were sent to salesmen, a small, hand-size projector went with each one. The Arcadia Commander projectors have self-contained batteries and fold up to a size about half as big as a package of cigarettes. The projectors can slip into a briefcase or fit conveniently into a pocket.

A set of 30 color slides and a set of printed captions were sent with the original binders. Captions are reproduced on gummed stock; there are perforations between captions. Bold key numbers on the slides match the numbers on the caption. A letter precedes the number so that salesmen know immediately into which section of the book the slides are to go. Slides on sign installations are keyed "S"; window glazing applications are keyed "G" and lighting is "L".

New sets of slides, generally 10 in number, are sent at approximately two-month intervals to salesmen to add to their binders. Slides are taped to strips of cardboard and mailed in #10 envelopes. When salesmen have accumulated more than 12 slides—



where The **SEATTLE TIMES** goes...



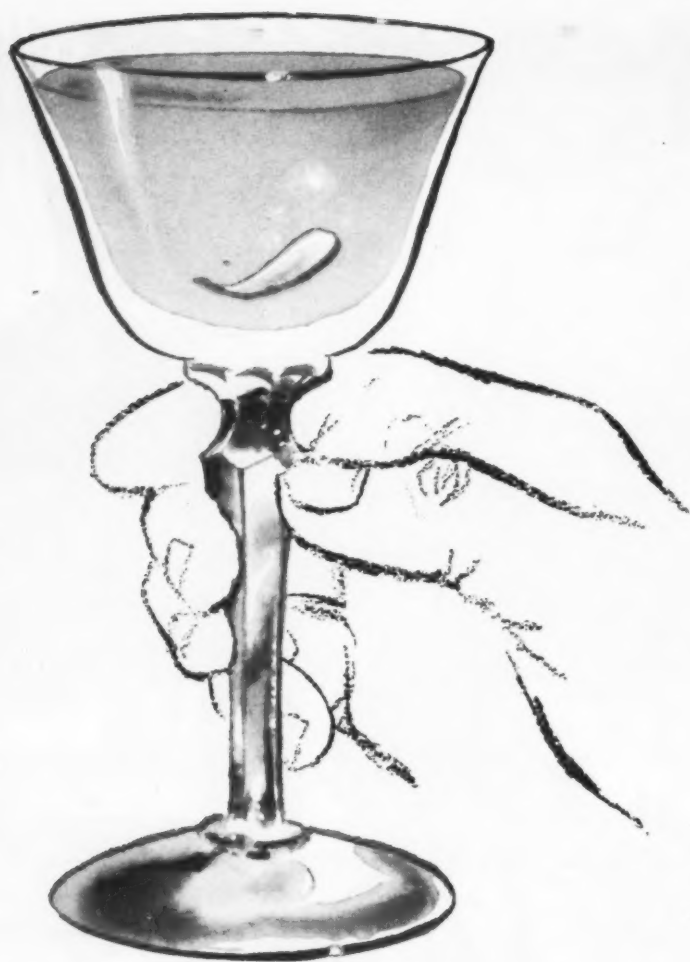
SALES ARE BORN



The **SEATTLE TIMES** reaches the **MASS BUYING POWER** in this rich, important market of 675,699 people. That's why—no matter what you're selling—The **SEATTLE TIMES** produces results. Yours can be a success story in Seattle if you advertise consistently in **THE SEATTLE TIMES**.

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Golden *DRY* Martini



There is nothing dryer
There is nothing smoother

Seagram's
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The Golden Touch of Hospitality

SEAGRAM-DISTILLERS CORPORATION, NEW YORK CITY
90 PROOF, DISTILLED DRY GIN, DISTILLED FROM AMERICAN GRAIN

the limit — for one page, they can eliminate the slides they find of least value and substitute new ones. It is necessary only to paste the new caption over the old one and to place the corresponding slide into its pocket. With each salesman using his own judgment in selecting the slides to remain in his book, no two salesmen will have the same presentation.

Many of the slides which are sent out by Rohm & Haas' advertising department, which handles the system for the Plastics Sales Department, are reproduced from original shots taken by salesmen themselves. Salesmen take 35mm shots of interesting installations of Plexiglas and send the film to the home office. The best films are selected and reproduced for distribution.

Binder: Simplifies Job

The indexed, slide binder has many advantages. It simplifies the salesman's job. He hands the small slide viewer to a customer, selects a slide and reads the caption below the pocket from which he took it. He doesn't have to root through a box of slides to find a particular slide. He doesn't have to hold slides up to the light to see what he is handing the prospect.

When a salesman is called on to address a business or sales meeting, he has a ready-made visual presentation. He merely rents a projector for the occasion, sets his binder down beside it, and can swiftly present a visual program to suit the needs of the moment.

It wasn't long before fabricators and sign makers who saw the Rohm & Haas slide book put in requests for duplicates. The company now has nearly 50 books and sets of slides in the hands of its customers, who use the presentations to sell *their* customers on Plexiglas installations. Customers paid \$10.25 — actual cost — for the book and initial set of slides. Additional sets of slides have been sent to them free.

Colored slides cost the company about the same amount that was spent on the 8" x 10" glossies. Because many of the 35mm shots are taken by salesmen, rather than by professional photographers, as required for large glossies, overall costs are moderate.

Since the system was put into operation in July, there have been many enthusiastic reports from the field.

The End

SALES MANAGEMENT

101

How Many Arguments For Fleet Leasing?

Answer: plenty. For one thing, you're a sales executive, not a transportation expert. And under the rental system, costs are 100% tax deductible. Is this an idea for you?

BY JOHN W. ROLLINS • President
Rollins Fleet Leasing, Rehoboth, Del.

One of the fastest growing trends in business today is the change-over from company-owned or salesmen-owned cars and trucks to leased or rented vehicles. To put it another way, many companies are pulling out of the automobile business—the purchasing, maintaining and selling of cars and trucks—and “tending to their knitting.” These companies dump the entire problem of car and truck transportation into the laps of the leasing firms, then sit back to realize savings of time, money, worry, bookkeeping, etc.

The trend, which began after World War II, has covered so much ground so quickly because of what it means to the men behind the desks and to the men behind the wheels. It has won friends and influenced results both in management and sales groups.

The switch to leased cars and trucks brings a savings in dollars and cents which few companies can afford to pass up.

Even more important to many companies are the “bonus” savings that reach into almost every department under leasing plans. For these savings in time, personnel, paper work, etc., can actually be written up in terms of dollars and cents.

The record keeping involved in

company-owned and salesmen-owned systems in large organizations requires additional personnel. Such items as new car purchases, car maintenance charges, insurance and used car sales create an almost endless flow of vouchers, receipts, bills, etc., all adding to the total cost of operation. Under the leasing plan, the mass of paper work is boiled down to an insignificant minimum, handled right along with the other day-to-day business of the accounting and bookkeeping departments.

Few, if any, sales managers claim to be transportation experts, yet many are faced with the problems and worries of their companies' transportation system. A recent report from one sales manager of a company that formerly maintained a fleet of 100 salesmen-owned cars underscores the importance and advantages of the leasing system to the average sales head. Here are a few excerpts from this report:

“The battle of mileage allowances is over. No more heated sessions with the men on boosting the mileage rates . . .”

“ . . . and today there are not 100 different makes and models among the 100 cars used by our selling staff. Everything is standardized, everybody has the same make, the same model, the same car. And everybody

has a new car every year.”

“Nobody requests time off to have cars checked over, repaired, repainted, or re-anythinged. If something goes wrong with a car, the leasing company takes over . . .”

“ . . . My men are no longer selling with one eye on the customer and the other on the used car price lists. They don't have to worry about trade in values, they don't have to worry about repair bills, or about anything concerning their car. They can keep their minds on their business—selling our products.”

“I no longer have to say to a prospective employee, ‘This job requires a car. Do you have one? No? I am sorry but we cannot use you, then.’ It just never seemed fair to me to make ownership of a car the prerequisite for employment. After all, no one asks a stenographer to bring her own typewriter to work. Anyway, we furnish the cars when needed.”

From these remarks, it is evident that leasing lifts a sizable load off the sales manager's shoulders. It also places in his hands an effective stimulus for sparking sales. Some companies are conducting sales contests which offer higher-price cars to salesmen who make certain quotas. These contests are bringing surprisingly good results, with salesmen working harder and longer to fill the quotas, and thereby to drive the better cars. And the cars themselves stamp the salesmen who earn them as being the leaders or stars of the force.

No More Cost Headaches

The leasing company, which maintains operational records on thousands of cars and trucks, sets averages for gas and oil consumption. Sales managers, whose job it once was to squeeze the “water” out of gas and oil bills from their salesmen under the company ownership or salesman ownership systems, are no longer concerned with the problem. What's more, the company's money is better protected.

Under the leasing system, if a salesman pads his gas and oil consumption reports, the leasing company has a few well chosen words for him. The leasing firm will write a letter to the salesman (sending a copy along to the company president, as well) and say, in effect, that something must be wrong with the car because its gas and oil consumption is out of line with the leasing firm's averages, and with the averages of the other cars in the salesman's company. The letter then suggests that

After Conversion, a \$50,000 Nest Egg

A recent study of one company's transportation setup before and after conversion to leased vehicles shows benefits in dollars:

Under old system — with 45 salesmen-owned cars each averaging 30,000 miles annually, the company allowed 8c per mile, paid out \$108,000 a year, or an average of \$2,400 per car . . .

Under leasing system — with same number of cars in operation, costs were whittled to \$1,272 per car in a year's time. Total cost for all cars was \$57,240, or a total saving of \$50,760.

It's No Wonder

The Miami Herald ranks 4th in the Nation in Total Advertising for '53

Media Records — 12 months 1953

(Lines of Advertising)

MILWAUKEE JOURNAL	... 51,073,874
CHICAGO TRIBUNE 49,995,368
LOS ANGELES TIMES 49,320,588
THE MIAMI HERALD 43,170,108
WASHINGTON STAR 42,824,859
CLEVELAND PLAIN DEALER	42,531,468
NEW YORK TIMES 42,130,926
DETROIT NEWS 41,486,687
BALTIMORE SUN 39,031,059
HOUSTON CHRONICLE	.. 38,304,506

— for this is the one
medium that delivers all of Florida's billion dollar Gold Coast,

— giving you a bonus audience of 2½ MILLION
tourists a year

— plus more than a MILLION thriving residents

— and all at remarkably low cost

Its gain of over 3½ million lines last year makes it the third
fastest-growing among the first 10 papers topped only by the
Cleveland Plain Dealer and the Detroit News.

*Why not get all the facts on this bonus buy from your SB&F man,
today?*



JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, National Representatives

Affiliated Stations — WQAM, WQAM-FM

the salesman bring the car into the leasing company's garage for a check-up. It is amazing how quickly the gas and oil consumption falls into line once such a letter is received.

Records prove that the switch to leased cars for the selling force means a reduction in the mileage of the average car. When one company was operating 100 salesman-owned cars, it found that the average mileage traveled per salesman was 36,000 miles per year. The company changed over to leased cars and now found that the average mileage traveled was reduced to 28,000 miles per year per salesman. It meant a considerable savings in gas and oil to this company.

In drawing up the annual budget, the sales manager no longer need struggle with fluctuating transportation costs. Nor need he become enmeshed in detailed bookkeeping to determine his transportation costs. Under the leasing plan, transportation costs are set, readily available at all times, and cannot blow the lid off the budget through fluctuation.

From day to day, month to month, the sales manager knows just how much it is costing the company to keep the salesmen's cars on the road.

Along with budget problems, leasing licks many of the morale busters of the old salesman-owned car system. No salesman will feel abused—that he is not putting enough money for operation of his car, that he has to drive an old car because he cannot afford a new one. Leased fleets mean new cars for everyone every year. They mean high morale for the sales force. They mean no more breakdown, repair or replacement worries for the sales manager. It is all in the hands of the leasing company who keep the cars moving throughout the year.

The appearance of new cars at the customer's door, or on the streets and avenues of the salesman's district, creates a favorable attitude toward the company. It is smart public relations to travel the sales force in new cars, and it builds confidence in the company. The salesmen are far happier, and often translate their en-

thusiasm into more and better selling.

Sales managers are often surprised to find that leasing cars for their men results in better coverage of territories. Actually, it is perfectly natural for a salesman to by-pass accounts or prospects when faced with the alternative of taking his own car over rough terrain or through mud. He just does not want to risk his own car. But the leased car goes everywhere there is a chance of a sale, and with no worry or concern on the part of the salesman.

When the labor market tightens up, leased cars are often used as "selling" points. The idea of driving a new car every year is not one to be dismissed by a salesman who will spend many hours, days and weeks behind the wheel. Then, too, salesmen are quick to appreciate the fact that leased cars relieved them of the responsibilities of financing new car purchases, paying for depreciation, for up-keep, and so forth: It all adds up to better pickings in the labor market, to happier salesmen on the force.

To the company management, leasing cars and trucks has many specific advantages. For one thing, it means a release of tied up capital in the transportation vehicles. One large firm found that its cars and trucks cost \$300,000 a year, paid monthly, under a leasing plan. The same cars and trucks would have meant an expenditure of \$1 million outright if purchased by the company.

Another important factor for consideration by top management is that under leasing systems transportation costs are 100% tax deductible. This obviously spells added savings for a company with a leased car operation.

Companies that own their cars and trucks can and do suffer losses because of fluctuations in the used car markets. Today, there are plans offered by some leasing firms which protect companies against such losses. These plans absorb sharp drops in the value of the cars, thereby helping the company to avoid speculation in the used car market.

Finally, when a company substitutes a leasing system for a company-owned or salesman-owned car setup, it is freeing executives, as well as accounting and bookkeeping personnel, from time-consuming jobs of handling negotiations, keeping endless records involved in these ownership systems. As one company president stated, "I began to wonder if our business was manufacturing or transportation." He was referring to the time, effort, personnel and money involved in his former car and truck ownership system.

The End



First It's a Package ... Then a Baking Pan

Every time a housewife buys a package of Holiday brand Brownie mix, (Food Specialties Inc., Perth Amboy, N. J.,) she gets a built-in baking pan.

The package is the baking pan. It can be put right into the oven.

The cook opens the carton . . . removes the cover . . . empties the contents . . . prepares mix as directed . . . pours back into the box . . . then places in the oven. After baking, she removes the Brownies . . . throws away the box . . . has no pan to wash.

Robert Gair Co., Inc., New York City, and Food Specialties discovered that the slow bake of the Brownie mix (350° for 25 minutes) presented an opportunity to use Gair-Reynolds Aluminum Foil-laminated to paperboard.

instant recognition



outdoor advertising reaches the most people—most often at the lowest cost

Short copy outdoors, where people go to buy, wins instant recognition and consumer acceptance—makes *sales*.

The COCA-COLA COMPANY, owner of the famous trademark, "Coca-Cola," has made wide use of Outdoor Advertising for many years in promoting its product—the acknowledged leader in its field.

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THE STANDARD GROUP OF OUTDOOR ADVERTISING COMPANIES

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E. A. ECKERT ADV. CO. • RICHMOND POSTER ADV. CO. • WHITMIR & FERRIS CO. INC. • PORTER POSTER SERVICE • SLAYTON & CO. • C. E. STEVENS CO.
BORK POSTER SERVICE • SUNSET OUTDOOR ADV. CO. • BREMERTON POSTER ADV. CO. • STARK POSTER SERVICE • HARRY H. PACKER CO.

Your advertising works harder with these millions!

*Over 3¾-million families,
screened for the BUY on their minds*

YOUR advertising dollar buys a lot more in Better Homes & Gardens for 2 significant reasons.

You start with a positive advantage. You reach over 3¾ million families *preselected* by editorial planning for high income, home ownership, and the desire to raise living standards even higher.

In BH&G they find nothing but helpful, inspiring articles to make their lives more fruitful—what to do, how to do it, and what to buy to do it with.

Your second advantage is that these families consider BH&G

their buying guide. They "shop" it from cover to cover. Hence your advertising is a *continuation* of editorial—not an interruption.

Third largest of all man-woman magazines, BH&G is the only one to grow great by an unvarying policy of showing readers how to live better.

Yes, your advertising works harder in BH&G—your *primary* medium for any consumer goods or services! Only BH&G gives you more than 3¾-million families *screened* for the BUY on their minds.

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa



*Serving over 3¾-million families,
screened for the BUY
on their minds.*



BH&G Cook Book hits record sale of over 5,000,000

*Another demonstration of the selling power
of the great magazine behind the book.*

No other cook book has come anywhere near this figure—in fact, it makes the BH&G Cook Book third largest best seller of all time, including fiction! And every month,

over a *million* women clip punched-page recipes from BH&G, designed to be inserted in their BH&G Cook Books. When BH&G says "*this is good*," people buy it!

"See-Through" Packages ...



... Make Enticing Mass Displays



Macaroni Hops Aboard Low-Calorie Bandwagon

Development of dishes high in nutritional value but not too rich for the millions doggedly seeking girth control provides a timely promotional theme for Golden Grain.

In an era of calorie-counting, what does a manufacturer of macaroni products do? He, too, counts calories!

Counting calories for customers is a new task for the Golden Grain Macaroni Co. with plants in San

Leandro, Cal. and Seattle, Wash. The sales department of this 40-year-old firm, largest in its field west of Chicago, isn't letting anybody dwell on the idea that macaroni products are fattening. Three months ago it launched a low-calorie macaroni pro-

motion which is calculated to keep macaroni on the menu even for the most conscientious dieter.

Says Tom de Domenico, vice-president and sales manager at the San Leandro plant headquarters: "We have broken down the calorie count of recommended recipes to show that a serving of a properly made macaroni dish can be lower in calories than many foods which are automatically considered to be low-calorie items."

This information is effective ammunition for sales promotion, since people like to eat macaroni and spaghetti dishes and grocers like to sell the ingredients. The company uses it successfully in advertising to consumers (mainly on TV) and in point-of-purchase promotions which include premiums.

It is also following through with a direct mail program to women's clubs in one area of its large West Coast territory. Newspaper advertising, merchandising media copy, and education of food distributors and retailers in the low-calorie approach in selling paste products, round out the program.

Before Gains—Changes

Realizing, in the increasing atmosphere of calorie-consciousness, that a new sales approach was advisable if spectacular gains already made by the company were to be maintained, Golden Grain's management a short time ago made some processing changes which improved the appearance of its product and increased the vitamin content.

It then set about to develop recipes which would bring low-calorie paste dishes to the family table. Making use of the U.S. Department of Agriculture handbook, "Composition of Foods," it developed ways to use macaroni, spaghetti and other of the firm's 50 or so paste items, along with vegetables, meats, cheese, lentils, etc., which kept the calorie-count lower than, or in line with, other main dishes.

The recipes all contained nourishing ingredients in reasonable amounts, and in no case did they resort to "dietetic" items to reduce the calorie-count. There was, for example, a macaroni salad with only 260 calories per person; a lentil-and-macaroni one-dish meal with 505 calories per person; tuna-macaroni loaf with 379 calories per serving; and a rigatoni in chopped beef sauce with 402 calories per serving.

Package labels (mostly cellophane) were changed to present low-calorie recipes to users. Newspapers adver-

tising played them up. But the company obviously had a special opportunity on television. One of the company's main shows in this medium is "The Unexpected," with Jack Hall (KMJ-TV). Comely Pat Blake, slim though a paste-eater, gives all TV commercials for Golden Grain and demonstrates effectively to homemakers how to make low-calorie macaroni and spaghetti dishes, how to keep the family well-nourished, yet ward off unnecessary poundage.

The company's corps of salesmen takes the same message to the trade. Grocers are reminded, and assisted to remind their customers, that macaroni is a low-calorie food. A point-of-purchase premium display is provided. The current premium offer is a set of plastic refrigerator bowl covers.

Bigger Premium Test

First tested last season, the premium is being repeated on a larger scale this fall and winter. The grocer receives a large red display card to which is affixed a sample set of the bowl covers and a pad of coupons. The card plugs Golden Grain products and stresses the low-calorie angle. It is used with mass displays of the company's products.

The customer tears off a coupon and learns that she may receive the bowl cover set if she mails it with 25 cents and the labels of two Golden Grain packages, to company headquarters. She cannot fail to note the low-calorie message.

The bowl-cover offer is plugged on TV, and in other Golden Grain consumer advertising.

Another premium has attracted thousands of young women. This is the offer of a skirt- (or dress-) length of colored print for \$1, with package label. The prints are offered in many designs in four colors. If they don't wish to make the prints into dirndl skirts or dresses, the girls may take advantage of another offer, this one free, to write in for a booklet which will tell them how to make any number of household, novelty and gift items from the lengths of cotton.

These offers, the company finds, insure careful reading of package labels. In addition to recipe and calorie data, the packages detail vitamin and mineral breakdown.

Women learn via television, newspapers, packages, and point-of-purchase that macaroni on the menu will not menace their hip-lines; groups of women are also wooed by mail. In the semi-agricultural areas chosen for this special merchandising effort, Golden

Grain has addressed a letter to the president of all women's clubs.

The letter, signed by Vince de Domenico, secretary-treasurer of the firm, presents the clubs with a contest which can earn money "to take care of one of your favorite projects." It's a Golden Grain label-saving contest in which all the club members, their families, friends, or relatives may participate. Prizes are offered of \$150, \$100, \$75, \$50, \$25, and \$5 each of \$10.

The company suggests that the clubs "win extra money for your organization's favorite Christmas charity, project, or party." All the ladies have to do is to save Golden Grain products package labels and send them to the firm's San Leandro headquarters. There's an added inducement. In a follow-up letter club executives are invited to send to the company a roster of membership. . . "The Golden Grain Macaroni Co. would like to present each of the members of your club with a free package of the macaroni or egg noodle product of her choice." The labels from these free packages may be used as "starters" for the contest. Obviously, any club that did not furnish its list and take the free offer would have to work harder to collect labels than clubs that had this head start. This introduces many homemakers to Golden Grain products.

70-80% Response

The club contest was tested for the first time last fall and, although it was not nearly so well organized as it is this year, it met with excellent response. Between 70% and 80% of the clubs contacted responded and entered the label-collecting contest. This year there are indications of greater response.

Alertness, promotion-wise, is second nature with this energetic firm. Two years ago the company moved from its several-times-outgrown San Francisco location to its present modern million-dollar plant in San Leandro. Smart salesmanship built it from a small operation in 1912, started when the founder of the firm, Domenico de Domenico, moved to San Francisco from Salerno, Italy. First known as the Gragnano Products Co., the trade name "Golden Grain" was adopted in 1934.

Becoming more and more merchandising conscious and adjusting to new self-service trends in retail selling, the company was among the first in its field to experiment with visual packages for its growing list of products. It was one of the first macaroni pro-

ducers to settle upon cellophane. Consumer response was strong. Despite the depression, business doubled, then tripled. In 1941 the company acquired the plant, including building and equipment, of Ghiglione Macaroni Co., Seattle, and established a Golden Grain branch in the Northwest, with the eldest of the three de Domenico sons, Paskey, as president.

In the past 12 years the business has achieved a 1,500% increase. It packs over 15 million pounds of macaroni products a year, which include: spaghetti, macaroni, elbow macaroni, egg noodles, alphabet noodles; shell bow, star and seed macaroni; lasagne, vermicelli, spaghetti, tagliarini, capellini, rosamarini, forarini, rigatoni, egg twisy, pastina, grandini, avemaria, stuffaroni, bombolate, mafalde, and bavette.

40% of Sales

Spaghetti and egg noodles are the most popular sellers, accounting for 40% of sales. All other varieties of macaroni products share the remaining 60%.

The I.B.M. inventory control system in the stockroom from which the trade is supplied moves out all items within a week of manufacture, to insure freshness. A fleet of a dozen trucks and semi-trailers deliver the items to customers within a 400-mile radius of the plant.

The company does not attempt to measure results from any one promotion in terms of sales response. It knows, however, that all its combined efforts show healthy gains.

Twenty thousand shoppers have sent in 40,000 labels for the bowl cover set since that premium was first offered. Another 1,500 a month send in labels and ask for the dress prints.

The low-calorie program, de Domenico believes, is too recent to estimate what it will do towards increasing the use of macaroni and making it a regular item on the family menu. But the response indicates that it is a sound sales move.

He points to the fact that, despite the growing calorie-consciousness of the past decade, consumption of macaroni in the U.S. has risen from five pounds per capita in 1941 to seven pounds in 1951, where it has held fairly steady. He does not anticipate that this country will ever reach the consumption of Italians—70 pounds per capita. If low-calorie or any other keen merchandising idea will help to sell macaroni products in the U.S., he sees no reason why the seven pounds per capita consumption cannot be increased.

The End



This is interest



This is **ENTHUSIASM!**

The American Weekly creates **ENTHUSIASM***

Your advertising dollars go farther when you put them in

The AMERICAN WEEKLY. Magazine of the moneyed millions,

The AMERICAN WEEKLY gives merchandisable penetration in
4,353 important places of 1,000 population or more.

The **AMERICAN WEEKLY**

***ENTHUSIASM** is interest raised to the buying pitch!

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7, N. Y.
FEBRUARY 15, 1954

Engineers Come, Look, Learn

Townsend is pushing hard an old process, cold heading, but with applications now new to many prospects. How does it get potential buyers to visit the plant, hear user-benefits?

It was just a year ago that the 137-year-old Townsend Co. began to hold sales seminars at its New Brighton, Pa., headquarters for prospects willing to investigate the benefits of "cold headed" products. Now, five seminars later, what does Townsend think of them, and what was the problem they helped to solve?

"We knew the benefits of cold heading both to ourselves and to our customers," declares F. R. Dickenson, president. "For us, it means taking business away from screw machine firms. For industries using cold headed parts it means great savings in manufacturing.

Get Interest—but How?

"Our problem is how to get potential customers interested in cold heading. Many companies are almost totally unaware of the process or ignorant of its benefits. We have to bring in top men and convince them it is worth-while to change.

"This often means that the design of a part has to be changed. It wouldn't do us any good to bring in lower-level personnel who couldn't do anything about changing a design. We bring in design and production engineers. If we can convince them of the advantages of cold headed parts, they have enough authority to order a change in design."

In cold heading, reels of steel wire are cut into blanks. These are formed, by high impact hammer blows, into small parts with hooks, screw heads, and other shapes.

At the first seminar, General Electric Co. sent 19 men from 13 plants. In September, Westinghouse Electric Corp. sent a dozen men.

In talks and by the use of slides, Townsend Co. production men, design engineers and metallurgical experts explain the advantages of cold headed parts. They also explain the limitations of cold heading.

In many cases the seminars work out this way, says Dickenson:

"Prospective customers see our plant and watch our products being

made. After seeing the advantages of cold heading first hand, executives at the policy-making level become cold-heading-minded. They begin to wonder how cold heading can save them money. Then they carry the story back to top management."

Later, these production people contact Townsend and together work out applications for cold headed parts.

Although Townsend makes no bid for business at these seminars, a large volume of business can be traced directly to them, according to Robert Ritchey, assistant general sales manager. A substantial share of the savings effected in the cold headed process has been passed on to customers and has helped to stimulate sales, he added.

When Seminars Held

Seminars are held every two or three months. That schedule produces sufficient inquiries for Townsend to handle.

In addition to the seminars and tours which Townsend's invited guests make through the New Brighton plant, the firm has taken the lead in spreading the gospel of cold heading through a program of cooperation with its competitors.

This is being accomplished in conjunction with other companies that are members of Industrial Fasteners Institute. As vice-president, highest non-salaried officer, Dickenson is behind the preparation of a manual on cold heading. When completed, the booklet will be sent to industries that are potential customers of cold headed parts.

The company backs its seminar program with advertisements in business magazines, usually built around a central theme: savings effected by its customers.

For example, Townsend is now cold heading three parts, formerly screw machined, used by Whirlpool Corp., St. Joseph, Mich., manufacturers of home laundry equipment. The savings to Whirlpool has been \$11,000 a year.



ENGINEERS, touring Townsend's factory, can drop samples of cold headed products into one of these little mailing bags.

Reid Products Division of Standard Products Co., Cleveland, saved \$15,816 a year on one small part, a cam for an automobile door assembly. Seng Co., Chicago, saved \$27.63 per thousand parts on a threaded adjusting screw used on executive chairs.

"We're just getting started on these seminars," Dickenson says. "We proved in 1953 that cold headed parts can be used by many industries that want to cut production costs. Eventually, we hope, cold heading will take a 10% bite out of the annual screw machine business."

How close that goal is, hasn't been disclosed by Townsend or his associates. But continually-increasing sales, plus disclosure that solid steel rivets account for less business each year, indicates that Townsend's program of education-by-seminar is a sales method that is proving its value.

Although Townsend is synonymous with "rivets" to a large segment of industry, the company is trying to build up its cold heading business without neglecting rivets. Behind this is a conviction that cold heading offers greater future possibilities than rivets, partly because welding and high-tensile bolts are replacing rivets in many applications.

In 1946, Townsend grossed \$6 million with solid steel rivets accounting for one-half that amount. In 1952, sales totaled \$16,320,955. Fiscal 1953 sales were \$17,033,900, with solid rivets accounting for a much smaller share of sales and cold headed parts accounting for a correspondingly larger total—how much the company won't say. Dickenson estimates gross sales of \$23 million by 1960, with solid steel rivets accounting for less than 25%. **The End**



The New Auditorium Wing at The Greenbrier

In mid-1954, The Greenbrier will offer enlarged and improved facilities for group meetings at famous White Sulphur Springs, West Virginia. The New Auditorium wing will offer groups up to 1,000 the most modern meeting facilities to be found anywhere.

The new addition will have an 8,600 sq.-ft. auditorium with a capacity of 1,075 for meetings and 860 for banquets. A theater with continental style seating and an inclined floor will accommodate 400. Both will have full stages with all facilities, plus the latest projection equipment and P.A. systems. Various sized smaller meeting rooms are also included. The entire wing will be air conditioned.

For detailed information about the new meeting facilities,
address: DIRECTOR OF SALES

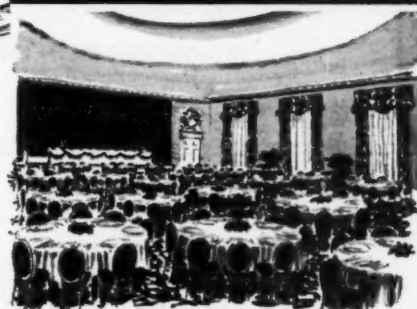


The Greenbrier

WHITE SULPHUR SPRINGS, WEST VIRGINIA

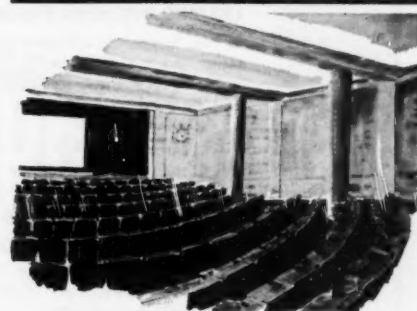
Telephone: White Sulphur Springs 110
Teletype: White Sulphur Springs 166

Or inquire of Greenbrier offices in New York, 588 Fifth Ave., JU 6-5500 • Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0625 • Washington, Investment Bldg., RE 7-2642



AUDITORIUM set for banquet

Dimensions — 72' wide by 112' long. No obstructions. Fully equipped stage 40' x 20', orchestra pit, dressing rooms. Motion picture and slide projection. P.A. system. 110-220v. A.C. power supply with ample outlets. Pantries and kitchens adjoining.



THEATRE

Dimensions 56' x 76'. Inclined floor, continental seating. Fully equipped stage, 40' x 16' (34' proscenium opening), orchestra pit, dressing rooms. Motion picture and slide projection. P.A. system. 110-220v. A.C. power supply.



Whether you sell **contractors** ...



or **corset buyers** ...

act now...on all three!

Here are three of the many ABP services for advertisers that can be valuable to you.



1. GET INTO THE RECORD

Be sure to put the data on your 1953 business paper advertising expenditures into ABP's third annual study of

LEADING BUSINESS PAPER ADVERTISERS

If you haven't received a form on which to make your report, write to ABP. Send in your figures now for this important and widely used study.

2. ASK FOR A FREE SLIDE-TALK PROGRAM

Car your advertising group, college or university use a complete 45-minute slide-illustrated program on

WHAT MAKES A BUSINESS PAPER ADVERTISEMENT GOOD?

Write to ABP's Speaker's Bureau, for the speaker and program, giving details about your ad group. There's no charge for this educational service.



3. STUDY TESTED COPY ANGLES

Send for the history-making ABP booklet, **COPY THAT CLICKS**

Now in its third printing, this booklet is helping more and more advertisers to increase the returns on their business paper investment, with copy angles that *sell because they serve*.

all good

... *And nothing*

It's simple ad-sense to select your audience . . . to advertise directly to people who buy your particular product. That's a job for advertising in the business press.

Business papers concentrate on prospects for specific products . . . brief them on what-and-why-to-buy . . . help to expand markets — to sell more, at a lower-cost-per-sale. No other medium does this job!

There's one point as thoroughly agreed upon today as the law of gravity: the ad value of a publication stems directly from its editorial value. The better the editing job, the better the advertising medium. It's true of any publication . . . and particularly true in the sharply aimed business press.

How can you weigh the editorial quality of a business paper? By your own depth of



druggists ...



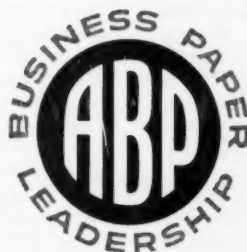
or design engineers ...

selling is specialized

specializes like the business press

experience, if you know the field well. Or by research-in-depth to find out how readers rate specific papers. There's another way, too . . . and it digs as deep: study the circulation picture. One clear pointer is *paid* circulation. Paid circulation papers *must* give good editorial value to their readers, to keep them paying. Chances are, a paper that's worth your prospect's dollar is worth yours, too.

All ABP members are "paid" papers . . . members of ABC. Fact is, 2.3 million subscribers are now paying over \$9,200,000 a year to read 'em. What's more, ABP papers are active in the Association's study of better and better editing techniques . . . well aware that abler editing does a double job: it attracts more readers, develops more reading—and more buying.



All members of
ABP are proud
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**THE ASSOCIATED BUSINESS
PUBLICATIONS** *Founded 1906*

205 East 42nd Street, N.Y. 17, N.Y. • MU 6-4980

New Sales Meeting Techniques...

1. Theater TV is a highly effective medium for sales meetings.

2. Present transmission inadequacies can be offset by good planning and by understanding the problems.

3. TV sessions fail for the same reason that any sales meeting fails: "What's in it for me?" facts are not given to the audience, and the audience is treated as dull-witted children.

4. There is room for plenty of imagination in closed-circuit meetings.

5. TV is the only medium available that can reach large audiences in many parts of the country at one time and with real impact.

6. Novelty of the medium at this date assures good attendance.

7. Theater TV is sure to be used more widely because of its natural advantages.

8. Good techniques are slow in being adopted because of the secrecy wrapped around each company's meetings.

...how you can apply them

What's New in Closed-Circuit TV?

An expert view on hits and misses in the recent Dodge, Ford, National Dairy TV sales meetings compared with Lee show.

BY ROBERT LETWIN
Editor, Sales Meetings

Closed-circuit theater television as a medium for company meetings is suffering from competition. It is not competition from other communication methods or meeting procedures, but competition from American industry.

Unlike regular television programs which are seen and appraised critically by millions, closed-circuit sales meetings are viewed by one company's personnel at a time. Because each company attempts to maintain secrecy about its plans for the future—which are revealed at its TV meeting—others fail to profit from experiences of pioneers in closed-circuit TV sessions.

One company's mistakes in a TV meeting are unknown to the next company that stages a coaxial confab. Likewise, clever or successful techniques seldom go beyond a company's own personnel who can't fully appreciate their successes because they have no experience with which to measure closed-circuit techniques.

In an attempt to break through the secrecy surrounding TV meeting methods, four company meetings were viewed objectively for effective tech-

niques. Two were open to the press; two were closed (both in TV transmission and in outsider attendance).

James Lees and Sons Co., carpet manufacturers, was the first company to hold a closed-circuit theater TV meeting. After its TV session last year, at least two other companies who were considering TV meetings, dropped their plans. Transmission of Lees' meeting was erratic and the company was hesitant about investing heavily in doubtful reception. With promise of improved transmission, others got on the theater TV band wagon.

In late January three companies staged theater TV meetings: National Dairy Products, to reveal promotional plans for its Sealtest products; Dodge Division, Chrysler, to announce its radio and network television advertising plans to dealers; and Ford Motor Car Co., to tell dealers about Ford's production plans, financial position and expansion.

A review of these sessions points up a few clever techniques, several inadequacies, many mistakes and some "musts." Any company considering a closed-circuit TV meeting would do

well to note the following suggestions on what to do and what not to do:

Introduction: Company personnel who gather in theaters across the country to view a closed-circuit TV program usually are seated 30 minutes to an hour before the program is flashed on the screen. In each case a local sales executive speaks to the audience before the TV session gets under way. By the time the TV session is on, the audience's curiosity is keyed up.

In the case of the National Dairy, salesmen in the audience had to wait five minutes more to get an inkling of what was in store, while a chorus of shapely girls danced and sang. It was entertaining, to be sure, but it delayed for five minutes the answer to the audience's mental question, "What's this thing all about?" that had been developing for a half-hour or more. This added suspense added nothing to the presentation and could have saved five minutes of expensive broadcast time.

Dodge's and Ford's sessions got right into their stories without "decorations" and quickly focused audience attention.

By coincidence, all three programs—National Dairy, Dodge and Ford—centered around a conference of executives who were supposed to be discussing future plans. This conference "peg" on which the meetings were hung—neither good nor bad of itself—emphasized one point to watch out for above all else:

No. 1 in a series of RARE CREATURES:



THE WALKY GAWKY... she shops on fiery feet!

A WALKY GAWKY is a customer who shops *before* she reads a newspaper.

She hot-foots it from store to store, looking for the things she wants to buy—straining her eyes and burning up her shoes.

Fortunately the WALKY GAWKY is a rare bird—almost extinct. Because practically all women everywhere read their newspapers *before* they shop. It's easier on the feet that way—as well as the pocketbook.

When a woman picks up the paper she's

looking for all that's going on in her town *now*. In the stores as well as in the streets and schools. At the counters as well as at the women's club and the court house.

That's why people who have something to *sell* depend on the newspaper to help 'em sell it *fast*.

That's why the newspaper comes *first*—with the most advertisers who want to make sales *fast*!

All business is local... and so are all newspapers!

This message prepared by Bureau of Advertising, American Newspaper Publishers Association, and presented in the interest of better understanding of newspapers' role in selling today, by...

THE NEWS
NEW YORK'S PICTURE NEWSPAPER



H & D
"SELMORS"
 help
 shoppers
 help
 themselves!

**Result:
 more
 sales**

WRITE FOR BOOKLET,
 "HOW TO SELECT
 VENDING DISPLAYS."



HINDE & DAUCH

SANDUSKY 16, OHIO

Personnel: Company executives, no matter how astute, are not actors. They cannot pace themselves in following a script. They're timid when the camera swings around at them, and they often look it. When an executive is delivering a talk, if he is a good speaker, the presentation is fine. But when two or more company people enter into a "give-and-take" around a conference table, it's deadly. They seldom read their lines in conversational manner. If a professional actor is thrown into their midst, by comparison company people fare even worse.

What the audience sees, when two company people talk to each other on the giant screen, is one reciting his lines while the other glances furtively at his script. The audience soon becomes so engrossed with sympathy for the company men who obviously are under great pressure, that it loses half the message being delivered.

Between a company man and a professional actor, a conversation runs smoothly. The professional gives pace and inflection to the discussion. He can ad lib to cover missed cues and can put the company man at ease with his confident manner.

Transmission: Theater TV is not up to the par of home television. Transmission is not steady and has about half the brilliance and clarity of a well-tuned home receiver. Close-ups on theater TV are excellent, but as the camera dollies back, reception fades.

This transmission inadequacy works in favor of professional actors. The camera can make close-ups of professional actors—provide the most brilliant pictures—and capture all the animation of the actors. However, some company people—those who are not frightened by the camera—fare well in close-ups, too.

With less contrast than home TV, signs and posters on theater TV screens are seldom legible. Big, bold letters can be deciphered, but little if any of the text can be read. Thus, if you plan to show an audience your new promotional display posters, have someone read the copy while the camera pans them. You leave the audience in the dark if you merely show the un-readable posters without reciting the contents.

Prompting: Professional actors like the assurance of prompting devices and company personnel need it. But when using a prompting device, keep it in front of—but out of sight of—the camera. Because close-ups are picked up best, the eyes of the speaker

SALES MANAGEMENT

on the screen are often as big as tea cups. If the prompting device is to the speaker's side, the audience watches his eyes dart back and forth—from prompter to camera—like a spectator at a tennis match. This eye exercise creates tension for the speaker and diverts audience attention from the full message.

Cast: Beware of the pitfall of picking your TV cast according to executive title. Don't give the company president or vice-president the most lines to deliver just because of his executive position. By all means, put top executives in the program, but give the big parts to the men who have the greatest facility with the-atries. It is better to let a third assistant in the advertising department, for example, explain the company's advertising plans, if he has a gift for speaking, than to have the advertising manager haltingly deliver the material. It is better to give this executive a few choice lines that he can perfect and have a professional announcer carry the long explanations.

Lines: Plan "ad libs" in your script. If a company executive tells a joke on himself it has impact with company personnel in the audience. A few ad libbed funny remarks offer an ideal change of pace and take a few seconds of expensive time. They are far more effective than a long line of chorus girls who help to distract from a message rather than punctuate it.

Emergencies: Unforeseen things do happen—especially with closed-circuit pickups—and it is wise to prepare for any eventuality. In one TV meeting, a pickup from the West Coast was lost. The camera then flashed back to the puzzled company people who sat around the conference table wondering what to do or say; they had no lines to read.

If your program calls for pickups from several points, be prepared for transmission failure. Have a professional announcer standing by who can ad lib while the frantic control room solves the electronic puzzle. In a 30-second transmission failure you can lose the impact you have been building up for 20 minutes. With a standby ready for such an emergency, the audience might never know anything has gone wrong.

Photography: Creative camera work is in evidence on home TV, and yet in only one of the four TV meetings viewed, was any attempt made

Men move merchandise...

Cappel, MacDonald moves men!

■ Today—as executives strive to improve competitive position, retrain salesmen and keep production above the break-even point—sales incentive campaigns are becoming one of their most powerful marketing tools.

The reason is simple: Men move merchandise. And men will work to win a wanted luxury or glamorous trip, as they will never work to pay monthly bills.

But, conducted without professional assistance, this cure for sales crises can compound confusion with commotion . . . wrap executives in red tape, pile up overtime charges, sabotage sales department routine.

When you call in a Cappel, MacDonald man, however, a complete campaign based on 32 years' incentive experience can be set in motion in about 3 weeks. The cost? Your executives spend only a short time outlining objectives and approving plans. C-M charges nothing for service, furnishes prizes at wholesale and printing at cost.

If you are unfamiliar with incentive promotions . . . or if you feel that they would involve too much time and work on your part . . . you will want more information on this complete, flexible, highly-specialized service. Clients tell us that it is unmatched anywhere in the world.

For free literature, phone or write "The Originators of Merchandise Incentive Plans" CAPPEL, MACDONALD & COMPANY, DEPT. C-12, DAYTON 1, OHIO.

America's first complete prize promotion service

OBJECTIVES ARE SET by your executives at a preliminary conference—such goals as increasing sales, moving a particular product, placing more displays, adding new accounts.


A COMPLETE PLAN is submitted by the C-M man—covering prizes, promotion, timing, budget, ways to assure the participation of each salesman. Study it, approve it—and your sales goals are well on the way to achievement.

LUXURY MERCHANDISE PRIZES permit minimum-budget promotions . . . or combine with travel awards so that interest will be maintained throughout the campaign. The C-M catalog offers nationally-advertised products of recognized worth—all tested for prize appeal.

GLAMOROUS TRAVEL AWARDS arranged by Cappel, MacDonald include all-expense trips at any price, by any means of transportation, anywhere in the world. Charter a ship or plane, offer a family holiday, or plan a meeting at a foreign or nearby resort. C-M assures preferred treatment for winners.

FREE SERVICES offered by C-M specialists include: Writing and designing promotion material . . . personally arranging for travel, hotels, tips, and extras . . . buying, warehousing and shipping merchandise . . . handling all plans, prize-correspondence and campaign detail. You pay only for travel at standard carrier-resort rates, for merchandise at wholesale, for promotional material printing at cost.

CAPPEL, MACDONALD AND Co.

DAYTON, OHIO  OFFICES IN PRINCIPAL CITIES

Merchandise Incentives . . . Premiums . . . Travel Incentives

When you think of the
MIDWEST -
Farm Market...

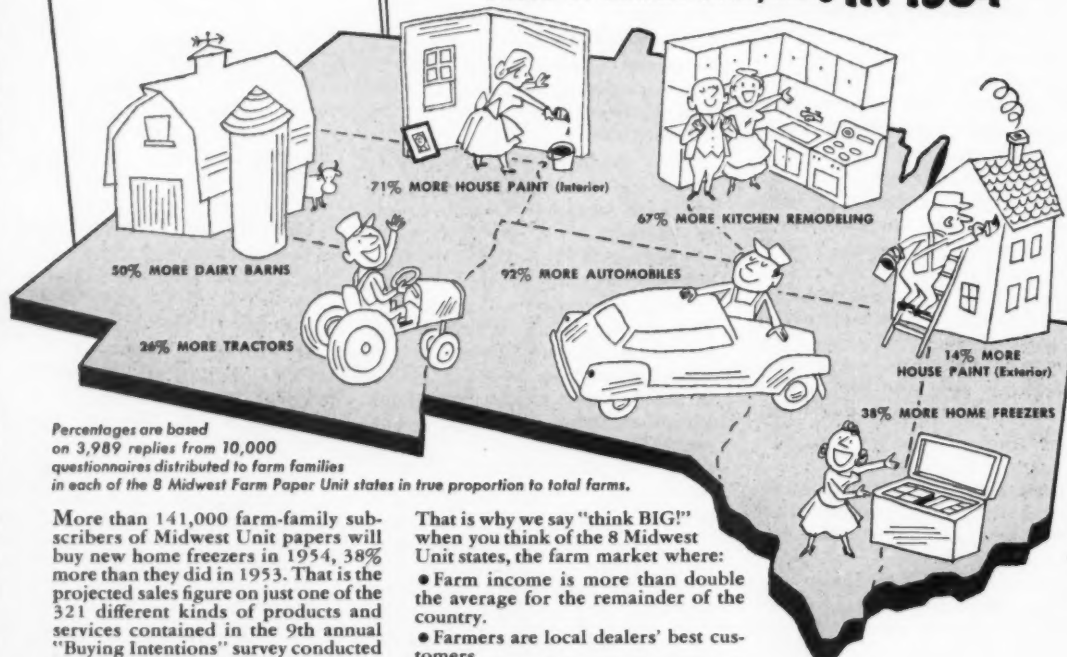
think

BIG!

1954 BUYING INTENTIONS

OF 1,151,752 FARM FAMILIES
IN THE 8 MIDWEST STATES

They tell you they will **BUY MORE**
More of almost everything **IN 1954**



Percentages are based
on 3,989 replies from 10,000
questionnaires distributed to farm families
in each of the 8 Midwest Farm Paper Unit states in true proportion to total farms.

More than 141,000 farm-family subscribers of Midwest Unit papers will buy new home freezers in 1954, 38% more than they did in 1953. That is the projected sales figure on just one of the 321 different kinds of products and services contained in the 9th annual "Buying Intentions" survey conducted by the Midwest Farm Paper Unit.

The new "Buying Intentions" survey shows that Midwest farmers intend to buy more of almost everything in 1954 than they did in 1953. In the 8 previous surveys, the figures, based on what farm families themselves say they will buy, have proved conservative when checked against actual purchases.

That is why we say "think BIG!" when you think of the 8 Midwest Unit states, the farm market where:

- Farm income is more than double the average for the remainder of the country.
- Farmers are local dealers' best customers.
- Rural population dominates and 9 out of 10 of the best farm families depend on their local farm paper as their chief source of information.

GET YOUR COPY OF 1954 BUYING INTENTIONS NOW. Also let us show you how easy it is to deliver your message to the 1,151,752 farm-family subscribers of the Midwest Farm Paper Unit—one order, one plate at a substantial saving in rates.

SALES OFFICES AT: 250 Park Avenue, New York 17 ... 59 East Madison St., Chicago 3 ... Russ Building, San Francisco 4 ... 1324 Wilshire Boulevard, Los Angeles 17 ... 505 N. Ervay St., Dallas 1.



MIDWEST *Farm Paper* UNIT



WHERE FARMING IS BIG BUSINESS. . AND GOOD LIVING!

at optical tricks. Why not take advantage of television's many clever devices to add visual interest? Almost any TV cameraman can suggest at least a half dozen simple tricks to enhance a presentation. TV meetings now seem to limit photography to two lens' settings and a fade-out, and the only angle seems to be head-on.

Statistics: Numerical facts can be as monotonous on TV as in an ordinary meeting, but they are much easier to dress up with the aid of the TV camera. While a speaker tells about increased costs, prices or production, a hand can be shown tracing a bold curve on a simple graph, or an overlay can be placed on a pictorial chart. Closed-circuit TV planners should watch a few home TV newscasts to note the simple visual aids which clarify and emphasize statistical data.

Movement: A speech on theater TV screens is much more effective if the speaker does not remain stationary too long. He should get up, if seated, and move to another part of the set. If he is standing, he should walk to another spot. To aid the speaker, materials which will illustrate his talk should be spotted around the set. He can then walk from one to the other and use them as visual props. The professional can move about a stage naturally without "aids," but company people need something to walk over to in order to make movement seem natural.

Sound: Biggest fluke in theater TV technique is "canned" laughter. Although dubbed-in guffaws are grating on the nerves of most home TV viewers, sound-track laughter on theater TV works like magic. At home you might resent dubbed-in laughter during a telecast, but in a theater it immeasurably aids the performance. When you hear laughter in theater TV, you have no way of knowing whether it is produced by members of your audience or by the TV sound.

You expect audience reaction in a theater; therefore, when canned laughter is used, it is contagious. What you might not even snicker at in your home—and might be much annoyed with when laughter is applied by recording—you can easily roar at in a theater, prompted by dubbed-in belly laughs.

Intelligence: There seems to be a tendency to lapse periodically into "nursery" dialogue during TV meetings. Scripters seem to forget that the audience is made up of intelligent adults. Often dialogue will talk down



**Got a
moving
problem?**

Hesitation —

can be very costly! Call the *right* company — AMERICAN RED BALL moving specialists! Home, office service is *complete*, yet cost is **LOWER THAN MOST!** Consult yellow pages of your 'phone directory for *nearest* AMERICAN RED BALL agent! **FREE PERSONALIZED ESTIMATE!**

Rely on AMERICAN RED BALL

TRANSIT COMPANY INC.

PIONEER NATION-WIDE MOVERS

CELEBRATING A SALE? MAKE IT A REAL

\$ELLEBRATION



**GIVE AWAY
IMPRINTED**

EAGLE BALLOONS

IMPRINTED BALLOONS • IMPRINTED PLAY BALLS • IMPRINTED RUBBER TOYS

EAGLE RUBBER COMPANY, INC. ASHLAND, OHIO



No Playboys No Ponies No Bathing Gals No Seasonal Slumps

Central Florida
Where the Money
Grows on Orange Trees
and Cattle Ranches

Covered Only By
ORLANDO SENTINEL-STAR

Morning - Evening - Sunday
Orlando, Florida
Nat. Rep. Burke, Kuipers & Mahoney

How do you
manufacture
CUSTOMERS?

Read...



SELLING FORCES

... the hard-hitting guidebook by
DONALD M. HOBART and J. P. WOOD
both of The Curtis Publishing Company

\$5 at your bookstore
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One million businessmen
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The JOURNAL of ACCOUNTANCY
November 1953

CIRCULATION
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270 MADISON AVE
NEW YORK 16, N. Y.

to salesmen in the audience as though they were fifth-graders. Hollywood has been guilty of this low-level intelligence approach, but company meetings should make a conscious effort to avoid it. When two company executives discuss their salesmen in a TV meeting, they inevitably talk about them as they would talk about children. "The salesmen will really go for this," says the executive on the screen while the salesmen in the audience just look and wonder. No normal salesman becomes ecstatic about a new poster or similar promotional aid, and why should the TV script indicate that?

Build-up: It is a good idea, now that closed-circuit TV meetings are still comparatively new adventures for audiences, to prepare a script for local meeting chairmen to read before the program flashes on the screen. The audience should be told how closed-TV network programs are produced, where the meeting emanates from, why the program cannot be picked up by home receivers, and other points that normally crop up in the minds of people who see theater TV for the first time.

Here are some specific good and bad points that were noted in the TV sessions:

The value of advertising Sealtest products in *The Saturday Evening Post* was handled expertly in National Dairy's meeting. Appeal of the *Post* for readers was likened to the appeal for Sealtest products in an intelligent comparison that salesmen could understand and appreciate. The audience was given logical reasons for *Post* advertising value and was told how the magazine balances its editorial material to gain broad appeal. The presentation was low-pressure and convincing, and was the best "reason why" discussion on advertising noted at recent sales meetings on or off TV.

By contrast, National Dairy's point-of-purchase display material was given as much logic as a juggler behind a soda fountain. Scripters seemed to have forgotten that point-of-purchase displays, no matter how effective, still have to be "sold" to the dealer. Not one attempt was made to aid salesmen to get these displays accepted by dealers. It is one thing to show a store completely plastered with Sealtest posters, and quite another to give salesmen ammunition to help them get their customers to permit Sealtest posters on every wall.

National Dairy's two-hour session was expertly produced entertainment.

It was staged as a musical comedy with a small thread of a plot.

Dodge's hour-long session had some of the best and worst luck. A period of lost transmission and a flashback to company people on the TV screen noticeably confused company people in the cast. A real clinker, however, was the staging of a "Break the Bank" quiz, with able Bert Parks as quizzer. Two salesmen were quizzed about Dodge's new engine. While the salesmen were apparently ably coached on facial expressions to simulate genuine contestants, one seemed to get his perplexed look at the wrong time. Instead of looking perplexed after the questions were asked, he assumed a deep-thought expression before the questions were asked. He was genuinely worried—but about remembering his next lines—instead of trying to think of answers after the questions were directed to him.

Bert Parks—in his four-minute stint—was the shining star of the show. A natural mugger, he fit perfectly into the close-up photography that is best for transmission. As a professional, he handled his lines with enthusiasm and grace.

It was in the Dodge meeting that canned laughter showed itself to be a great asset. Film clips from "Make Room for Daddy," the Danny Thomas home-TV program, were shown to announce that this program was to be sponsored by Dodge.

By contrast, when Roy Rogers had his horse do tricks, without accompanying recorded merriment, not a soul in the audience snickered. This Roy Rogers episode fell flat without the electronic assist.

The Ford show made no effort to be entertaining. Its aim was to inform dealers of their stake in Ford's plans for the future. However, this session was in many ways the most effective. It appealed to dealer intelligence; it talked up instead of down to the audience.

A half-dozen Ford executives delivered short talks. One walked from a 1946 Ford car to a 1954 model on the set while he discussed motor car progress. His standing and moving breathed life into his presentation. Another Ford man had his talk accompanied by simple charts to explain economic facts.

One point—substantiated by the Ford meeting—is that the audience gets more from a program based on real facts of interest and help, and without long entertaining episodes, than an hour full of dancing girls who can offer little to a meeting's message.

The End

The
best
endorsements

CITY NATIONAL BANK NO.

CINCINNATI, OHIO December 31 19 53

PAY TO THE ORDER OF Cincinnati Times-Star \$

More lineage than any other daily DOLLARS

Cincinnati Retail Advertisers

are on
the front
of checks

in cincinnati... it's the

TIMES-STAR



you're talking to me!..



...when you
TEST food
advertising in

ROANOKE

*"Like most women
in Roanoke,
I'm a good shopper.
That means I buy a lot,
And I buy carefully.*

*"These days, when you shop
for a growing family
you have to watch even
the most comfortable budget.*

*"That's why I read
the food ads.
They help me get the most —
and the best —
for my money."*

*Roanoke is a market area of good
shoppers. They are solid,
middle-income families, mostly
home-owners... well-qualified
to represent the tastes and
buying power of good shoppers
throughout the United States.
That's just one reason why
Roanoke is the ideal place to
test your national advertising.*

The test of a good test market... is it compact?
Is it geographically isolated? Is it industrially
diversified? Roanoke is all these and more, as
you will see for yourself
when you read your FREE
copy of the new prize-
winning 36-page book,
"Portrait Of A News-
paper Market." Write
Sawyer, Ferguson, Walker
Co., 60 East 42 Street,
New York 17, or



ROANOKE

TIMES AND WORLD NEWS
ROANOKE • VIRGINIA

Sawyer-Ferguson-Walker Co.
National Representatives

READERS' SERVICE CAN FURNISH THESE REPRINTS

PLEASE SEND REMITTANCE with order
to Readers' Service Bureau, SALES MAN-
AGEMENT, 386 Fourth Ave., New York 16,
N.Y.

REPRINTS

287—"Good Old-Fashioned Selling"...
What Is It? by Philip Salisbury. (Price
25c.)

286—Instinctively, Are You a Good
Leader? by J. H. McQuaig. (Price 5c)

285—Experts Pick Best Test Markets
by Regions and Population Groups by
Philip Salisbury. (Price 35c)

284—Films You Can Rent or Buy For
Meetings and Training Sessions, by A.
B. Ecker. (Price 25c)

283—What a Purchasing Agent Expects
from Salesmen and Their Bosses, by A.
George W. Aljian. (Price 10c)

282—What Happens to Margin and
Profit When You Cut Prices 5%, 10%,
20%? by T. G. MacGowan. (Price 10c)

281—Wanted: More Creative Selling
for Products Sold to Industry (five arti-
cles), by Alan E. Turner. (Price 50c)

280—How to Put Warmth and Friend-
liness Into Your Letters (five articles),
by Robert E. Smallwood. (Price 50c)

279—10 Common Weaknesses in Sales
Supervision, by C. L. Lapp. (Price 10c)

278—What Distributor Salesmen Want
Most in Meetings, by Louis H. Brendel.
(Price 10c)

277—How to Determine If Your Prod-
uct Can Be Sold Door-to-Door, by Nor-
man Brucks. (Price 25c)

276—Why Price is 10th in Buyer Pref-
erences, by David Markstein. (Price 5c)

275—It's No Time for Buck Fever
When the Buyer Says, "How Much?" by
W. C. Dorr. (Price 5c)

274—Babies Mean Business, by A. R.
Hahn. (Price 25c)

273—Cost of Salesmen in the Field—
Up 25% Since 1950, by A. R. Hahn.
(Price 50c)

272—Ten Commandments for Sales-
men, by Jack W. Thompson. (Price 5c)

271—Buyers I Dislike! by Ray B. Hei-
ser. (Price 5c)

270—Canco Now Trains with Seminars
for Salesmen, by John H. Caldwell.
(Price 10c)

269—Don't Be a Half Failure! by
Philip Salisbury and Arthur A. Hood.
(Price 10c)

268—It's Good Management to Keep
Tabs on Your Competition, by Richard
C. Christian. (Price 10c)

267—20 Ways to Show Salesmen You're
the Man to Be Their Boss, by William
J. Tobin. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are
also available until present limited stocks
are exhausted. (Price is indicated.)

CANADIAN EDITION — *Survey of
Buying Power*, May 10, 1953. (Price
\$1.00)

The *INDUSTRIAL Survey of Buying
Power*—May 10, 1953. (Price \$1.00)

How to Find and Sell "The Man"
When You Call on Blue-Chip Giants, by
Eugene B. Mapel. (Price 10c)

Come Clean With Your Agency—And
Get Better Advertising, by James C.
Cumming. (Price 5c)

10 Big Benefits You Enjoy When You
Put Your Policies in Writing. (Price 10c)

The Three Biggest "Problem Areas"
in Sales Management, by J. O. Vance.
(Price 10c)

Centaur Finds a Short Cut for Han-
dling Salesmen's Expenses, by R. E. Gray.
(Price 10c)

Key Questions to Ask Salesmen When
You Revamp Territories, by B. M. Aus-
tin. (Price 10c)

SHOP TALK—When the Call-Report
Says "No Sale," by A. R. Hahn. (Price
5c)

P-o-P Cooperative Program Pays Off
for Soft Drinks. (Price 10c)

A Second Look at Last Summer's Boom
in Air Conditioner Sales, by P. Bernard
Nortman. (Price 10c)

Sales Wins a Bigger Voice on Biggest-
Company Boards, by Lawrence M.
Hughes. (Price 25c)

"THE SALESMAN'S CREED," by
W. C. Holman. A special reprint made
in a size and format suitable for framing.
Actual size: 11½" x 15". On fine rag
stock; in color. Prices: single copies: \$1.
... 3 to 11 copies, 75c each ... a dozen
copies, \$6. ... More than 12, 50c each.

SALES MANAGEMENT

How Do You Know You Can't Sell Your Product by Phone?

If you believe any one of five fixed ideas you may want to take another look. Used with intelligence, imagination, and understanding, the telephone can be an answer — possibly THE answer—to rising sales costs, high overhead.

BY BOYCE MORGAN
Boyce Morgan & Associates*

For most companies in most types of business, selling costs have been rising steadily, even during the recent "easy selling" years.

What's going to happen to those costs, now that selling is getting tougher?

If you're concerned about that question, perhaps you're in a frame of mind to consider a slightly unorthodox approach to your overall sales problem. If you are, I'd like you to think about the sales possibilities of the telephone.

* Washington, D.C.

I make this somewhat timid and tentative approach to your consideration of the telephone as a sales tool because I've discovered that many sales executives have some pretty fixed ideas about the telephone's application to their particular businesses. As long as they hold these ideas, their minds are closed, and any statements about the potential value of the telephone to them are rejected before being seriously considered.

Let's look at some of these ideas, and see whether or not they are borne out by the facts.

Fixed Idea #1: "Our line can't be sold by telephone. A personal interview is absolutely necessary."

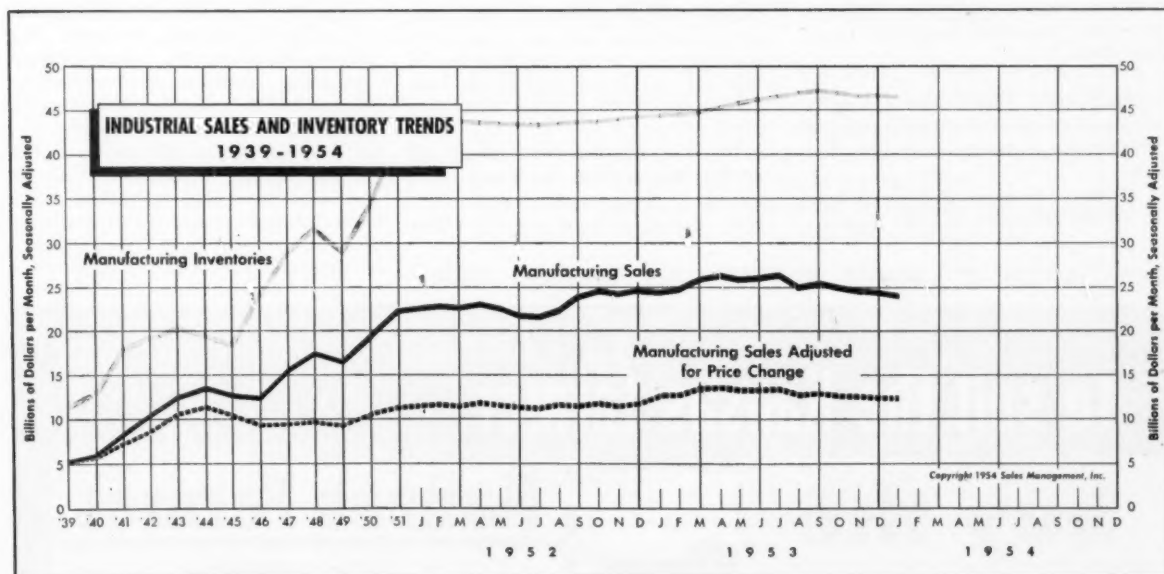
The Facts: This may or may not be true. But generally speaking, it's dangerous to assume that your line can't be sold by telephone, simply because it isn't *usually* sold that way.

In a recently published book on telephone selling, the author says flatly: "Insurance selling is one thing that really demands personal visitation."

Now, the author of this book is a highly competent insurance man, with a great deal of experience in using the telephone and in training others to use it. And we agree with his position that the best way to use the telephone in selling insurance is usually by making appointments for personal calls.

But, back around 1940, another book on telephone selling was written by Earl Prevette. And that book was based almost entirely on Prevette's experience in selling 10 million dollars' worth of life insurance by telephone.

So let's be skeptical of any flat statement that *your* line can't be sold by telephone. Somewhere, somebody is using, or has used, the telephone exclusively to sell almost everything that has ever been sold. Maybe your line really can't be sold that way.



Industrial shipments in January continued to decline to a seasonally adjusted level of 24 billion dollars. (The data in the above chart have been revised to incorporate the revised estimates of the Department of Commerce.) Two of the major factors in the decline of last month were the

failure of the steel industry to show its usual seasonal expansion and the steps taken by automobile manufacturers to restrict the shipment of new models to prevent excess dealer stock. Curtailment of production has also affected shipments of consumer durables, notably TV sets.

But don't accept that idea without examining it closely.

Fixed Idea #2: "The telephone makes salesmen lazy. They wear out their pants sitting at a desk when they ought to be wearing out shoe leather making personal calls."

The Facts: When Abraham Lincoln was made aware of the shocking fact that General Grant drank whiskey, he expressed a fervent wish for more whiskey-drinking generals.

In the same way, a sales manager who saw one of his men getting more business by telephone than the others were getting pounding pavements, might well pine for more telephone-using salesmen.

In almost any line, the salesman who uses his telephone wisely and effectively an hour or so a day, will spend *more* time in the actual presence of his prospects, rather than less. In that hour he will set up his appointments, avoiding time wasted in transportation, "not-in" calls, and long waits in reception rooms. He will also make follow-up calls, goodwill calls, and in-between contact calls to many times the number of people he could see in person.

And if he does this consistently over a period of time, he'll far outstrip the salesman who doesn't use the telephone.

Fixed Idea #3: "The telephone is no good for making appointments. The prospect insists on knowing what you want to see him about, and turns you down."

The Facts: That's like saying a violin is no good for making music because you've never learned to play one.

If your salesmen will learn *how* to use the telephone to make appoint-

ments, and if they will make their calls to logical prospects, they'll get more interviews than they will making cold calls. Moreover, they'll save a great deal of time, and multiply the hours they spend each week in face-to-face selling.

Additionally, they'll make more sales per hundred interviews because the prospect who has agreed to an appointment is in a more receptive frame of mind than the man who has been called on cold. This means that your salesmen will spend their actual selling time working on prospects, not suspects.

Needs Strategy

But it takes some strategy to make telephone appointments. For example, a hotel sales representative selling banquet and convention facilities learned that he was being forced to tell his story on the telephone whenever he called for an appointment. And he wasn't getting many interviews.

He reasoned that he could solve that problem if he had something that made it *necessary* for him to visit the prospect personally—something that couldn't be handled by telephone because it had to be seen.

He found that "something" in his own brief case—a detailed floor plan of the hotel's public rooms and food-serving facilities. He hung his request for an appointment on the idea of taking this plan around and going over it with the prospect, so he could point out exactly how the hotel would take care of the meeting or the banquet in which the prospect was interested.

Once he adopted this strategy, his appointment-making problems were solved. If the prospect wasn't interested enough to want to see the floor

plan, calling on him would have been a waste of valuable selling time anyway.

There are few lines of business in which you can't hit on a similar device which will avoid "telling your story over the telephone." And the same thing is true of almost every objection you can raise to making appointments in advance by telephone.

Your wife wouldn't abandon her labor-saving washing machine and go back to a washboard because her maid had never learned to use a washing machine. Why abandon the telephone as a selling tool because your salesmen haven't learned to use it properly? Your wife would tell you that the answer isn't to pass up the telephone, but to train your salesmen in its use—or to get some new salesmen.

Fixed Idea #4: "Telephone business is too expensive to get, and it doesn't stay sold."

The Facts: This idea is most common in the retail field, but you may run into it anywhere. It applies, of course, mainly to business that is done entirely by telephone—complete sales made, or orders received.

Yet actual experience shows that when trained telephone salespeople take orders for retail stores, the average sales check is larger, the selling cost is lower, and a smaller percentage of merchandise is returned than on sales made over the counter.

From examining questionnaires returned by hundreds of our clients, in every line of business, we know that companies that sell by telephone have low order costs on their telephone business—often between 2% and 5% of sales, sometimes less than 1%.

A wholesaler of plumbing supplies does a business of \$3 million a year entirely on collect telephone calls, which he encourages with direct mail

to sell the Kansas farmer buy the

Kansas Farmer

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco



advertising. He finds that his sales costs on telephone orders amount to 2%, compared with 7% on business obtained by salesmen. And his telephone business is cash, so he has no credit losses or collection expenses.

A manufacturer of men's clothing found that orders taken by long distance were easier and cheaper to process than those received by mail or through salesmen—and that on most such calls, the size of the orders could be substantially increased by good salesmanship.

A magazine selling subscriptions by direct mail gets an average return of 1% and has an average order cost between \$5 and \$6. Selling by telephone, the return is around 10% and the order cost under \$4.

A business machine distributor was paying \$3.25 each for salesmen's appointments obtained through local direct mail. A girl in the office tried following up the mailing with a telephone call, got five times as many appointments for the salesmen as the letters alone had produced, and reduced the cost per appointment to \$1.20.

Fixed Idea #5: "Our salesmen (or the people who handle our telephone orders) have lots of experience and are doing a good job."

The Facts: This may very well be true. But it shouldn't be taken for granted if you're really interested in getting more business.

Companies that are doing an outstanding job on the telephone have discovered that careful training and constant supervision are necessary to keep up their standards of performance. And that's true whether they initiate business by telephone, or merely handle telephone orders.

And in all too many cases, check calls show that there is a wide variation between the way management *thinks* telephone business is being handled, and the way it actually *is* being handled.

So if you aren't absolutely sure about the performance of your telephone salespeople, it might be well to do some systematic checking. And don't be satisfied with just one or two calls. One office supply company which has been highly successful in developing telephone business makes 16 check calls daily.

Particularly, don't check at only one time of the day or week. A wholesaler, puzzled by complaints from customers about his employees' telephone manners, discovered that they were victims of "late afternoon letdown." Toward the end of a busy

WHAT'S YOUR QUESTION?



Wondering about acceptance of a new food or drug product? Worried about movement of an old one? Considering a new gimmick, a new package, a new advertising theme?

HERE'S YOUR ANSWER...

BURGOYNE STUDIES ARE AVAILABLE IN THESE TEST CITIES

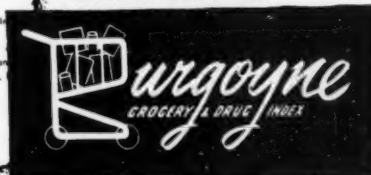
Canton, Ohio
Cedar Rapids, Iowa
Charlotte, N. C.
Columbus, Ohio
Dayton, Ohio
Grand Rapids, Mich.
Harrisburg, Pa.
Indianapolis, Ind.
Omaha, Nebraska
Peoria, Ill.
Rockford, Ill.
South Bend, Ind.
Springfield, Mass.
Syracuse, N. Y.

WE ARE PROUD TO NAME OUR MANY DISTINGUISHED CLIENTS—LEADERS IN AMERICAN MARKETING

American Home Foods, Inc.
Animal Foundation, Inc.
Armour & Company
B. T. Babin, Inc.
The Borden Company
Campbell-Ewald Co., Inc.
Colgate Palmolive Peet
Cunningham & Walsh, Inc.
Economics Laboratory, Inc.
Frank H. Pieser Corporation
Forte, Cone & Belding
Fuller & Smith & Ross, Inc.
General Foods Corporation
Glosser, Crandell Company
H. J. Heinz Company
S. C. Johnson & Son, Inc.
Kendall & Eckhardt, Inc.
Lever Bros. Company
Earl Ludgum & Co.
Maxon, Inc.
Oscar Mayer & Company
McCann Erickson, Inc.
Moser & Carins, Inc.
Needham, Lewis & Borby, Inc.
Norwich Pharmaceutical Co.
Olive Advisory Board
Pacific Coast Borden Company
Pharma-Craft Corporation
Pittsbury Mills, Inc.
Quaker Oats Corporation
Smoking Company
Swift & Company
J. Walter Thompson Co.
Young & Rubicam, Inc.

PRE-TEST—do as the leaders do—look to Burgoyne before you leap to a decision. Pre-test your product, premium or promotion in one or more of Burgoyne's selected test cities. Obtain reliable monthly-audit reports and let the Burgoyne organization help you to evaluate your position. Armed with this dependable performance prediction, you are ready to proceed as planned, or to revise those plans, in either case, with full confidence.

**WRITE, WIRE OR PHONE
FOR COMPLETE DETAILS
ABOUT BURGOYNE SERVICE**



FIRST NATIONAL BANK BLDG., CINCINNATI 2, OHIO

OUR "SALES INCREASES PLAN" Can work for You—

NOW—a "sure fire" and "low cost" method to secure the name and address of organizations or individuals specifically interested in your product or service. Fifteen minutes of your time can bring you amazing results. In these few minutes, we can explain in detail our "Sales Increases Plan."

Join the many leading companies throughout the nation now using our products and services to increase their sales.

MAIL COUPON TODAY FOR COMPLETE INFORMATION

The R-T Corporation
Room #216
11 Park Place
New York 7, New York

Please send me more information about your "Sales Increases Plan". I understand there is no obligation—no cost—no salesman will call on me—no list will receive my name—no further solicitation from you unless I request action on information submitted by you.

Name

Street

City State

AFTER 300 YEARS.. AN ANSWER FOR JULIET!

"What's in a name?" floated down to Romeo from a moon-flooded balcony more than 300 years ago. And today the George R. Bryant Co. answers, quite pointedly, "Plenty!"

If you own a list of names of any description, it has revenue-producing possibilities through rentals to non-competitive list users, that will certainly pay a substantial part of your maintenance cost . . . and perhaps cover all of it.

If you need names for the profitable promotion of your own product or service, Bryant has them, in rich profusion and at attractively low cost.

Write today and we'll be glad to tell you "what's in a name" for your specific purposes.

GEORGE R. BRYANT CO.

75 East Wacker Drive
Chicago 1, Ill.



GEORGE R. BRYANT CO.
of N.Y., INC.

595 Madison Avenue
New York 22, N. Y.

Member National Council of Mailing List Brokers

How Advertisers Use Photo-Reports



Illustrated booklet describes how Sickles gets pictures and reports for Advertisers and Editors
Send for free copy

SICKLES

Photo-Reporting Service
38 Park Pl., Newark, N. J.
MArket 2-3966

COMING SOON...

... Sales Barrier:

Consumers No Savvy

Old-World Lingo

Paul Masson bottles use language both consumer and dealer understand. It makes the consumer want to buy, removes the sacred do-not-touch aura.

day, after being under constant tension for some hours, they began to get careless and irritable. A 3:30 p.m. rest period and "coffee break" solved the problem.

There are other "fixed ideas" held by many sales executives, but I hope these are enough to start you thinking. Here's a final word to encourage those thought processes:

The telephone has been in wide business use now for many years. It's impossible to imagine how modern business would operate without it.

Yet the possibilities of using the telephone as a sales tool have been realized and developed by comparatively few companies.

It's only a few years since the New York reservations office of a leading airline first gave its employees training in selling on incoming calls; thereafter 56% of its inquiries were

converted into sales, compared with 18% before the training program was given.

More recently, a leading railroad gave its employees telephone training, and obtained an even more gratifying increase in its percentage of sales on travel inquiries.

The Tire Mart, Inc., New York City, which has built a \$5 million business selling truck tires by direct mail and telephone, did it all in less than five years.

So you have every incentive to examine carefully the possibilities of the telephone in your own operation. The field, while not exactly virgin, is comparatively uncultivated. Used with intelligence, imagination, and understanding, the telephone might well be an answer—or THE answer—to some of your problems of rising sales costs.

The End



Note to future space explorers: Don't make a move before you see the Hamilton Space Clock. It's the world's first interplanetary timepiece, invented by Dr. I. M. Levitt, director of the Franklin Institute's Fels Planetarium, Philadelphia. The Hamilton Watch Co. is sponsor of the project.

The out-of-this-world instrument was created to demonstrate the differences between "Earth Time" and the time on other planets. George P. Luckey, president, Hamilton Watch Co., says the clock simultaneously records the hour, date, month and year on Earth and the planet Mars.

The clock was born of extensive astronomical calculations by Dr. Levitt who asked Hamilton to convert his theory into a working model. Recently, in New York, Hamilton unveiled its creation which holds four dials, divides Mars into the conventional 12 months (no Martian being available to confirm or deny) and the months into days which, on Mars, are 24 hours, 37 minutes, 23 seconds long.

Dr. Levitt conceived his Space Clock because he felt that scientists who are planning junkets out of space should have a clear understanding of the time problems they'll face.

Dr. Levitt writes a syndicated science column which appears in over 30 newspapers with 20 million readers. He has taught astronomy at Drexel Institute.

P.S. to the ladies: On Mars a young lady of 21 Earth-measured years would be a mere 11½.

So You Have a "Dull" Product And Sales Are Stuck on Dead Center!

(Continued from p. 38)

Incentive Campaign: In view of the strong reluctance to change brands of starch disclosed by the survey, it was decided that the main objective of this campaign is to get orders for barrels of VR Starch from laundries *not now using it*. To stimulate activity in this direction, the company is offering a number of merchandise prizes to those of its salesmen who get the most orders from *new* customers. Interest is maintained by sending out a weekly score sheet with suitable messages of encouragement.

Results: Although the first *Life* advertisement appeared in the November 16, 1953 issue, within four weeks the following has been accomplished:

New Customers: The established habit of buying another brand of starch for several years has been broken—at least temporarily. One Huron salesman landed eight new buyers the first week, two of whom his district office had been trying unsuccessfully to sell for the previous 15 years. Another West Coast distributor salesman called on seven prospects in one day and sold five of them VR Starch for the first time.

Distributors Enthusiastic: Glenn Freeman, Huron's sales manager, states that laundry supply distributors have been interested in having the company's field representatives put on sales meetings for distributor men. This interest is unexpected since these distributors have heard the Huron Starch story many times. Company representatives holding the meetings are delighted at the attention and cooperation exhibited for this new *Life* promotion by all distributor men.

Laundry Association Reaction: The "A.I.L. Member" credits the Huron Milling Co. with "establishing a first in consumer advertising in general circulation media by an allied trades firm of the laundry industry." Albert Johnson, general manager of the American Institute of Laundering, stated: "The A.I.L. is pleased to commend this new sales approach. This is a case where the advertising dollar reaches beyond the industry to the ultimate consumer and encourages the use of professional laundries."

Another new reaction is occurring: numerous state and local laundry associations are inviting Huron representatives to explain this new VR Starch promotion at private association meetings—a courtesy seldom extended to a salesman and his "pitch."

Laundries Stimulated: As was anticipated, the greatest good from this campaign is the stimulation that it is giving to the individual laundry. It is the catalytic agent that is encouraging the laundry operator to tie in with the national promotional campaign on the local level, by using the Huron-prepared aids and also by creating his own.

What Folks Are Saying: These quotes from laundry owners and distributors show what the trade thinks of this Huron campaign:

From a Tallahassee, Fla., laundry owner: "Please rush us another radio recording, as our first was broken in the mailing. We can hardly wait to start using it on the radio. We have your *Life* posters in the windows now, and they seem to have a good effect."

From Salisbury, Md., a laundry

It Cost Only \$25,000

"Our total investment to date in this campaign is in the area of \$25,000," reports B. F. Bowman, vice-president, sales and product development, The Huron Milling Co., "which includes not only the ads and the production of the ads but the related material such as mats, tear sheets, counter cards, and transcriptions . . . we did not increase our budget to make these dollars available . . . obviously the extent of our continued investment . . . will be strongly influenced by the extent to which the laundry industry continues to give it favorable support."



**JOHN T. EVERETT
& CO.**
MEMPHIS 1, TENNESSEE

**Manufacturers'
Sales Representatives**

Hardware Appliances
Industrial Supplies

Representatives and Warehouses
in Principal Southern Cities

ESTABLISHED 1913

Experienced Sales Executive

Top Northwest regional brewery offers exceptional management opportunity for aggressive man 35-45 experienced in selling and merchandising beer, beverages, foods or other items. Must be able to direct good crew in growing business, assume sales management responsibilities. Salary excellent for right man. Write, give all pertinent details, age, experience, etc. Personal interview will be arranged based on information given. Enclose photo.

Box 3026 Sales Management

SALES MANAGER

A well established company manufacturing lighting equipment needs a manager, thoroughly acquainted in architectural, engineering and electrical trade circles. This man must be able to take complete charge of advertising, sales promotion and sales personnel. Starting salary will be commensurate with ability and background. Future earnings will be based on accomplishments. Write giving resume of past activities and earnings together with any other data that will enable us to judge ability.

BOX NO. 3028

CAPITAL TO INVEST

High-powered sales manager will invest up to \$50,000 plus full time in staple or promotional business showing good record of earning. Box 3027

*There's a Year-long Centennial Party
in the Omaha World-Herald Market
of Nebraska and Western Iowa.*

This \$2 Billion Market is in a Spending Mood

Omaha World-Herald

O'Mara and Ormsbee, National Representative
New York—Chicago—Detroit—San Francisco—Los Angeles

247,582 Daily — 255,317 Sunday

Publisher's Statement as of September 30, 1953

SIMPLE MARKET Arithmetic!

... 814,800 PEOPLE

+ ... BILLION DOLLAR BUYING POWER

= ... UNLIMITED SALES POTENTIAL

There's SALES POTENTIAL UNLIMITED in the 4-state Siouxland market. Get your share of what this rich agricultural and industrial area spends. Contact our National Representatives now.

*SALES MANAGEMENT
BUYING POWER \$1,143,428,000
49 COUNTY POPULATION 814,800

The Sioux City Journal
JOURNAL-TRIBUNE
NATIONAL REPRESENTATIVE JANN & KELLEY, INC.



The Sioux City newspapers are the dominant sales medium in Siouxland.

COMING SOON...

... "Management Market" Means Billions More Business

By Lawrence M. Hughes

... The 1960 Sales Executive: A composite picture of 114 nominees

By Dr. W. J. E. Crissy, George J. Vinson and Henry Masuda

Things to Un-Learn

"Many of the ideas and practices of the past 13 years have been successful primarily because almost ANY idea, almost any practice paid off. A guy would have had to be a post-graduate, triple-threat wrong-guesser to have gone very far off the track since '41.

"All that is different now. Vastly different. If we're going to measure up to our new responsibilities." Harold S. Barnes, director, Bureau of Advertising, to Newspaper Advertising Executives Association.

president sends this message: "Keep up the good work in selling professional laundries to the public . . . and you will be surprised at the increase in starch sales . . . you will be the largest starch company in the world."

A New Orleans distributor: "I feel confident that your advertising campaign will be a tremendous success. You can depend on our organization to be with you 100%."

The secretary of a Georgia laundry association reports: "We rebels here in Georgia are especially grateful to the Huron Milling Co. for being the first allied firm to invest money to help the laundry industry through advertising."

A Baltimore distributor: "Our sales organization was carried away with the new Huron advertising program. They feel they have something prospective starch buyers will be interested in."

The largest West Coast distributor: "I, personally, love the plan and I am certain it will do a great deal of good for those Huron distributors who have the understanding, know-how and persistence to tie in to this program and put it over."

An Oregon laundry operator: "We are very pleased with your advertising program. I hope you can get the woman at the bridge table to think it's a damn crime for any woman to have to iron shirts." **The End**

(This campaign was developed by the James Thomas Chirurg Co., Louis H. Brendel, Account Executive. He is the same Lou Brendel who is a contributor to SALES MANAGEMENT's editorial pages.—The Editors.)

SALES MANAGEMENT

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THE SCRATCH PAD

By T. Harry Thompson



Retailing is funny. In some stores, "they also serve who only stand and wait" . . . for someone to wait on *them*. In others, they are tailed by salespeople as though they were shoplifters, when all they want to do is browse.

I'm not sure I understand the psychology of local matchbook advertisers, either. Recently, I had a fistful from a Texaco dealer in Patchogue, L.I. and, just yesterday, another flock from Wardrobe Cleaners, Liles Bldg., Poplar Bluff, Mo.

Stock exchange in any small town:
"I didn't know you!"
"That's a good sign."
"That's what they say."

LOUIS E. WADE, INC.
Ft. Wayne, Ind.

Dear Harry:

I'm slipping. I meant to write you about that business of writing "There are three 2's in the English language."

My question, Mr. Anthony, is whether it is twice as hard to write: "There are three 4's in the English language."

Cordially,
Lou

All right, Louie, drop the gun. And now, here's one for you: Would you rather have an undershirt ravel . . . or unravel?

Here's a quote from St. Augustine which some travel-bureau might make use of: "The world is a book, and those who do not travel read only one page."

"Trainmen Get 5c-an-Hour Rise; Drop Escalator." — *Headline*. Well, that's safer than dropping an elevator.

Funny Coincidence Dep't: "An old-timer is one who can remember when the Senate was a law-making body and not a detective bureau." — *The Scratch-Pad*, Sept. 15. "Some talk in Washington of taking steps to have the Senate return to its ancient status of a legislative body and give up trying to be a detective agency. We'll let you know if we hear anything." — *Walter Davenport in Collier's*, Dec. 25.

BIGAMY: Going through the change of wife.

To free-lance writers, the unforgivable sin is when a magazine editor *rejects* a typescript but *retains* its import . . . then turns it over to a staffer to write as part of his regular job, depriving the free lance of a fat fee and saving the mag from paying an outsider for something that can be done cheaper in the shop. And don't think it doesn't happen, even in the top echelons.

NATIONAL FLEXIBLE
PACKAGING ASSOCIATION
Cleveland, O.

Dear Harry:

Your last issue was very spicy, what with quotes from *Herb Shriner*, *Herb Rinn*, *Herb Dixon*, and *Herb Prochnow*, while neglecting other good first-name entries.

The only John I saw was a reference to Jonny Mop. I call this highly discriminatory.

Cordially,
John M. Cowan
Managing Director

That was quite a "bunch of herbs," John. I should have noticed their spicy aroma, as you indicate.

The late Elbert Hubbard used to say that there is nothing new under the sun or a harem-skirt. Ted Mandelstam of Washington's Kaufman Agency sends a tear-page to show that his client, Capitol Radio Engineering Institute, used the precise idea I suggested to the I.C.S., namely printing a help-wanted ad and then saying here's the training you need to answer it successfully. Thanks, Ted. We must keep the record straight, if possible.

Speaking of herbs, as we were a few paragraphs ago, Walter Winchell says the banana is an herb and not a fruit. I'll believe that, Walter, when I see the United Fruit Company change its name to the "United Herb Company."

Things I Never Knew Dep't: The Florida cowboy today is riding herd on a \$125-million beef-cattle industry that has shoved the state ahead of several western steak-producing states. Sun-bronzed cowpokes are galloping over Florida pasturelands that today support 1,376,000 head of beef-cattle.

I delayed seeing Cinerama until the film was rather dirty around the edges, but it was the most breath-taking experience I can remember. What its future is, I can't guess. They say, for instance, that only about 27 theaters will be re-equipped in all the U.S. to handle Cinerama. Can such a thin market pay off? I'm just asking.

While I'm in the asking mood, I keep wondering how Jack Dempsey felt when he barely missed marrying 35 million bucks at year's end.

Aside to Purofied Down's Paul Weiner: As I said privately, *muchas gracias* for the fine wallet, the cigarette-holder, and the fancy soap from I. Magnin. Gee, gosh!

An icicle jammed the big clock in the town-square of Panama City, Fla., earlier this winter. What's an icicle doing in Panama City?

Inviting your private relations is good public relations.



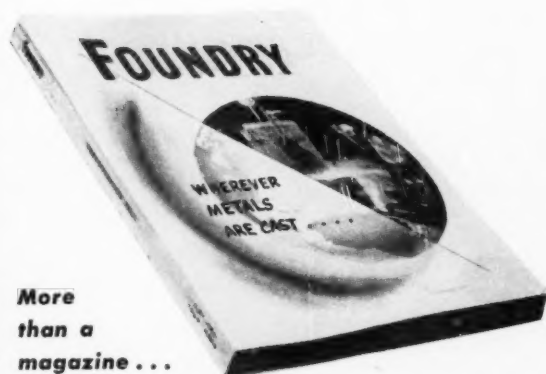
→ *call on*

Foundry's

PLUS 5 SERVICE

to put extra push

behind your sales program



**More
than a
magazine...**

... a complete sales development service

If you sell or are planning to sell to the dynamic foundry industry, FOUNDRY's PLUS 5 Service can help you stimulate sales in these important ways: 1. Analyzing the market, 2. Studying sales territories and potentials, 3. Building a constructive sales program, 4. Establishing a sales control system, 5. Developing a progressive and effective sales promotion program. PLUS 5 gives you the help you need to round out and perfect these important sales development factors... and impact to sales effort directed to the 6000 foundries in the U.S. and Canada.

The complete story of this unique, workable sales development service is yours for the asking.

Latest facts on the foundry market presented in this data file will help you evaluate the scope, growth and future of the market, describes operations performed in foundries, tells you the kinds of equipment, materials and supplies bought.



FOUNDRY • Penton Bldg. • Cleveland 13, Ohio

SELLS BEST ON BOTH SIDES OF THE COUNTER!



MORE RETAILERS will stock your brand and push it more in their own promotion when you build your advertising plan around the newspaper. It is the medium in which, more than any other, they place their own advertising. It is the one from which their customers do practically all their buying.

Reaching hundreds of thousands more families than read any other Chicago newspaper, the Tribune has the greatest coverage of the multibillion dollar Chicago market. It gets buying action unequalled by any other medium. During the twelve months ended December 31,

1953, the buying of readers attracted to the Tribune over \$58,000,000.00 in advertising—far more than has ever been placed in a similar period in any other newspaper in the world.

The families who read the Tribune are your best—and basic—Chicago prospects. A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise for your brand among the families who read the Tribune that will increase your sales and give you a stronger market position. Why not ask him to call now while the matter is fresh in your mind?

CHICAGO TRIBUNE

ADVERTISING SALES REPRESENTATIVES

Chicago
A. W. Dreier
1333 Tribune Tower

New York City
E. P. Struhsacker
220 E. 42nd St.

Detroit
W. E. Bates
Penobscot Bldg.

San Francisco
Fitzpatrick & Chamberlin
155 Montgomery St.

Los Angeles
Fitzpatrick & Chamberlin
1127 Wilshire Blvd.